TOWN OF WESTFORD

1991

ANNUAL TOWN REPORT

TOWN CALENDAR

Meeting notices are posted on the bulletin boards located just inside the front door on the first floor of Town Hall.

APPEALS, BOARD OF	As posted
ASSESSORS, BOARD OF	As posted
CEMETERY COMMISSION	1st Monday of the month, 6:00 PM
CONSERVATION COMMISSION	2nd & 4th Wed. of month, 7:30 PM Library, Main Meeting Room
COUNCIL ON AGING	3rd Wednesday of month, 4:00 PM
FAIR HOUSING COMMITTEE	As posted
FINANCE COMMITTEE	As posted
HEALTH, BOARD OF	2nd & 4th Monday of month, 7:00 PM
HOUSING AUTHORITY	2nd Thursday of the month, 7:00 PM Location as posted
NASHOBA VALLEY TECHNICAL HIGH SCHOOL COMMITTEE	2nd & 4th Tues. of month, 7:30 PM School, Littleton Road, Westford
PERSONNEL BOARD	As posted
PLANNING BOARD	1st & 3rd Tues. of month 7:30 PM
RECREATION COMMISSION	1st & 3rd Monday of month 7:00 PM
ROUDENBUSH COMMUNITY CENTER COMMITTEE	As posted Roudenbush Community Center
SCHOOL COMMITTEE	Every other Monday of the month 7:30 PM, at Westford Academy
SELECTMEN, BOARD OF	1st & 3rd Tues. of month, 7:30 PM Library, Main Meeting Room
TRUSTEES, J.V. FLETCHER	1st Tuesday of the month, 7:30 PM Library, Main Meeting Room
WATER COMMISSIONERS	2nd & 4th Tues. of month, 7:30 PM Water Dept. Office Forge Village Road
OTHER BOARDS, COMMITTEES	As posted

TOWN OF WESTFORD

ANNUAL REPORTS

For the Year Ending December 31, 1991

ANNUAL TOWN ELECTION to be held Tuesday, May 5, 1992

ANNUAL TOWN MEETING to be held Saturday, May 9, 1992

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IN MEMORIAM

JAMES L. HEALY, JR.
WESTFORD'S AMBASSADOR TO THE WORLD

April 11, 1955 - October 19, 1991

OFFICERS OF THE TOWN OF WESTFORD

BOARD OF ASSESSORS

Rod Young	Term expires May, 1994
David C. Stusse	Term expires May, 1992
Kevin Burke	Term expires May, 1993

BOARD OF HEALTH

Edward McCusker	Term expires May, 1994
Michael P. Ingalls	Term expires May, 1992
Charles Colburn, M.D.	Term expires May, 1993
Jeffrey Johnston	Term expires May, 1993
Louis E. Ashley	Term expires May, 1992

HOUSING AUTHORITY

Geoffrey D. Hall	Term expires May, 1993
Robert Ferreira	Term expires May, 1992
Alfred W. Wilson	Term expires May, 1995
Carol S. Engel	Term expires May, 1996

J.V. FLETCHER LIBRARY TRUSTEES

Denali Delmar	Term expires May, 1993
Judy Nelson	Term expires May, 1994
Sandra L. Kelly	Term expires May, 1994
Nancy Russo	Term expires May, 1992
Dorothy Swanson	Term expires May, 1992
Richard Kenyon	Term expires May, 1993

MODERATOR

William Kavanagh, Jr.	Term expires May, 1993

PLANNING BOARD

Paul Davies	Term expires May, 1992
Peter Fletcher	Term expires May, 1993
William Harman	Term expires May, 1995
Steven Boudreau	Term expires May, 1996
Thomas Mosscrop	Term expires May, 1992

SCHOOL COMMITTEE

Robert E. McCusker	Term expires May, 1992
George Murray	Term expires May, 1994
Judith Culver	Term expires May, 1994
Cathy Lane	Term expires May, 1992
Gilbert Brown	Term expires May, 1993
Linnea Flint	Term expires May, 1993
Steven Brierley	Term expires May, 1994

BOARD OF SELECTMEN

Jerry G. Berkowitz	Term expires May, 1993
Hal R. Schreiber	Term expires May, 1993
Robert C. Herrmann	Term expires May, 1994
William D. Connell, Jr.	Term expires May, 1992

TOWN MANAGER

Robert J. Halpin

AFFIRMATIVE ACTION OFFICER

Elaine McKenna

AGENT FOR BURIAL OF DECEASED SOLDIERS

James L. Healy, Sr.	Term expires June, 1992

BURIAL AGENT

Elaine McKenna	Term expires June, 1992

BOARD OF APPEALS

John Cadigan, Chairman	Term expires June, 1992
Roger Hall	Term expires June, 1993
Ronald H. Johnson	Term expires June, 1994
Robert Tierney	Term expires June, 1995
David Earl	Term expires June, 1993
Ellen D. Doucette	Term expires June, 1996
Jay Enis, Alternate	Term expires June, 1996

BOARD OF HEALTH

Kevin Johnston, Sanitarian
Sandra Collins, Town Nurse

BUILDING DEPARTMENT

Leo T. Daly, Building Commissioner	Term expires June, 1992
Donald E. Kinney, Ass't. Bldg. Comm.	Term expires June, 1992
Robert Matley, Plumbing Inspector	Term expires June, 1992
Edward Grondine, Ass't. Plumbing Insp.	Term expires June, 1992
Chester Cook, Gas Inspector	Term expires June, 1992
Kenneth Kleynen, Ass't. Gas Inspector	Term expires June, 1992
Dennis P. Kane, Wire Inspector	Term expires June, 1992
Dennis P. Kane, Jr., Ass't. Wire Insp.	Term expires June, 1992
Robert Matley, Pump & Well Inspector	Term expires June, 1992

AFFORDABLE HOUSING COMMITTEE

Steve Boudreau	Term expires June, 1992
Nancy LeGacy	Term expires June, 1992
Peter Fletcher	Term expires June, 1992
Geoff Hall	Term expires June, 1992
Thomas Mosscrop	Term expires June, 1992
Gail Sawosik	Term expires June, 1992
Phyllis Stewart, Chairman	Term expires June, 1992
Robert LeGacy	Term expires June, 1992
Tom Paul	Term expires June, 1992
Jody Grimolizzi, non-voting	Term expires June, 1992
David G. Huntley	Term expires June, 1992

CABLE TV COMMITTEE

Kenneth Dwyer, Chairman	Term expires June, 1993
Hajo Koester	Term expires June, 1993
John Kavanagh	Term expires June, 1992
Don Bradanese	Term expires June, 1994
Christine Peik	Term expires June, 1993
William Ewers	Term expires June, 1994
Terry M. Stader	Term expires June, 1994

CARETAKER, WHITNEY PLAYGROUND, TOWN COMMON, MONUMENTS

George Wyman	Term expires Dec., 1991

CEMETERY COMMISSIONERS

Brian Vaughn	Term expires June, 1994
Mike Durand	Term expires May, 1992
Barbara Greenslade	Term expires May, 1993
Paul Baxendale, Superintendent	

COMMUNITY TEAMWORK, INC. (Bd. of Directors)

Helena Crocker	Term expires June, 1992

CONSERVATION COMMISSION

Patricia Loring	Term expires June, 1992
William McClellan	Term expires June, 1994
Tom Paul	Term expires June, 1992
Chester Cook	Term expires June, 1993
Mary Morton	Term expires June, 1993
Anita Pollak	Term expires June, 1992
William W. Beck, Sr., Chairman	Term expires June, 1994

COUNCIL ON AGING

Helena Crocker	Term expires June, 1994
Veronica Sullivan	
Cecilia Healy	Term expires June, 1992
Earl Woodbury	Term expires June, 1993
Mary Smith	Term expires June, 1992
Gerald C. Haley	Term expires June, 1993

DEVELOPMENT & INDUSTRIAL COMMISSION

Nicholas Basinas	Term expires June, 1995
Mark Scolnick, Co-Chairman	Term expires June, 1993
J. Frank Strauss, Co-Chairman	Term expires June, 1994
Paul Davies	Term expires June, 1994

DOG OFFICER/BY-LAW ENFORCEMENT OFFICER

George Fletcher

DREW DEVELOPMENT TEAM

Bert Russo, Chairman	Term expires June, 1992
David Earl	Term expires June, 1992
Bill Harman	Term expires June, 1992
Jack Wrobel	Term expires June, 1992
Ronald Sandholm	Term expires June, 1992

ELDER SERVICES DIRECTOR

Helen Dudick

EMERGENCY MANAGEMENT DIRECTOR

Francis Mulligan	Term expires June, 1992

FAIR HOUSING COMMITTEE

Geoffrey Hall	Term expires June, 1992
Peter Fletcher	Term expires June, 1992
Tom Mosscrop	Term expires June, 1992
Christine Pude	Term expires June, 1992
Marilyn Frank	Term expires June, 1992
Beverly Woods	Term expires June, 1992
Rev. Richard Pittenger	Term expires June, 1992
Catherine Allen	Term expires June, 1992

FAIRVIEW CEMETERY GAZEBO RESTORATION COMMITEE

Barbara Greenslade	Term expires June, 1992
Charlotte Scott	Term expires June, 1992

FENCE VIEWER

Charles VanLandeghem	Term expires June, 1992

FIELD DRIVER

Arnold Wilder	Term expires June, 1992

FINANCE COMMITTEE

Michael P. Carlson	Term expires Sept., 1991
Paul Grant	Term expires Sept., 1992
John Mates	Term expires Sept., 1992
Wally Bakke, Chairman	Term expires Sept., 1993
Bobbi Giese	Term expires Sept., 1991
Mary Caless	Term expires Sept., 1991
Bette Hook	Term expires Sept., 1993
Evan Schapiro, Alt.	Term expires Sept., 1994

FINANCE DIRECTOR

Frank Messer

FIRE CHIEF

George Rogers

GREYSTONE POND PLANNING ADVISORY COMMITTEE

Jerry Berkowtiz	Term expires June, 1992
Peter Fletcher	Term expires June, 1992
Patricia Loring	Term expires June, 1992
Jeff Johnston	Term expires June, 1992
Leslie Thomas, Co-Chairman	Term expires June, 1992
Bert Russo	Term expires June, 1992
Karl Fagans	Term expires June, 1992
Paul Murray	Term expires June, 1992
Walter Lisien	Term expires June, 1992
Richard Pollak, Co-Chairman	Term expires June, 1992
Janice Maienzia	Term expires June, 1992
Anita Pollak, Alternate	Term expires June, 1992
Robert Herrmann, Alternate	Term expires June, 1992

HIGHWAY SUPERINTENDENT

George Wyman

HISTORICAL COMMISSION

Lloyd G. Blanchard	Term expires June, 1992
Sally Benedict	Term expires June, 1992
Bernice Picking	Term expires June, 1993
Alex Belida	Term expires June, 1993
Bette Hook, non-voting	Term expires June, 1993
Robert S. Jefferies, Chairman	Term expires June, 1992
Ruth McDonald	Term expires June, 1992
Roland Pendlebury	Term expires June, 1993

LAKE MANAGEMENT COMMITTEE

Andy Pauker	Term expires June, 1992
Harry Horn, Chairman	Term expires June, 1992
Richard Wilcinski	Term expires June, 1992
Russell Boucher	Term expires June, 1992
Daniel Doherty	Term expires June, 1992
Lorraine Coyne	Term expires June, 1992
Bob Dooley	Term expires June, 1992

J. V. FLETCHER LIBRARY

Ellen Rainville, Director

LOCAL ARTS COUNCIL

Andrew Kusmin	Term expires June, 1994
Jan Rice	Term expires June, 1992
Eileen Seamonds	Term expires June, 1993
Joy Courcy	Term expires June, 1992
Geraldine Beck, Co-Chairman	Term expires June, 1992
Robert Nicoson, Co-Chairman	Term expires June, 1992
Susan DeAmicis	Term expires June, 1993

LOWELL REGIONAL TRANSIT AUTHORITY

Sandra Savage	Term expires June, 1992

MEASURER OF WOOD & BARK

Ken Greeno	Term expires June, 1992

MIDDLESEX COUNTY ADVISORY COMMITTEE

Hal Schreiber, Selectmen's Rep.	Term expires June, 1992

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Bernholdt Nystrom, Superintendent

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT COMMITTEE

Charlotte Scott	Term expires April, 1992
Robert E. Union	Term expires April, 1993
Joan O'Brien	Term expires April, 1994
Kevin Finnegan, Alternate	Term expires April, 1992

NORTHEAST SOLID WASTE COMMITTEE (NESWC)

Robert Halpin	Term expires June, 1992

REPRESENTATIVE TO N.M.C.O.G.

Robert Herrmann, Selectmen's Rep.	Term expires June, 1992
Steven Boudreau, Alternate	Term expires June, 1992
Peter Fletcher, Planning Board Rep.	Term expires June, 1992

PARKERVILLE SCHOOL COMMITTEE

Warren Carson	Term expires June, 1992
Roger Plaisted	Term expires June, 1992
Mary Jane Plaisted, Chairperson	Term expires June, 1992
June Kennedy	Term expires June, 1992
Joseph Spadano	Term expires June, 1992
Jennie Johnson	Term expires June, 1992
Amy Spadano	Term expires June, 1992
Carol Rice	Term expires June, 1992

PARKING CLERK

Elaine McKenna	Term expires June, 1992

PLANNING BOARD

William Turner, Coordinator

RECREATION COMMISSION

Robert Robitaille	Term expires June, 1992
Russell Carlson	Term expires June, 1992
Art Karpinsky	Term expires June, 1993
Robert Conley, Chairman	Term expires June, 1994
Paula Campbell	Term expires June, 1994
Jack Burnham	Term expires June, 1994
Brian McDonald	Term expires June, 1993

RECREATION DIRECTOR

Joanne Sheehan

REGISTRARS OF VOTERS, REPUBLICAN

Wilbert Vaughn	Term expires March, 1994
Beverly Dearth	Term expires March, 1993

REGISTRAR OF VOTERS, DEMOCRAT

Carmine Tocci	Term expires March, 1992

REGISTRAR CLERK, EX OFFICIO

Elaine McKenna	Term expires June, 1992

ROUDENBUSH COMMUNITY CENTER COMMITTEE

Janice Ruell, Director	
John Viera	Term expires June, 1993
Christine Robbins	Term expires June, 1993
Marcia Cady Dana	Term expires June, 1992
Emily Teller	Term expires June, 1992
Peggy Baranowski	Term expires June, 1994
Timothy Butler	Term expires June, 1994
John Mangan, Chairman	Term expires June, 1992
Donald Whitehouse	Term expires June, 1994
Stella Snyder	Term expires June, 1993

SCHOOL DEPARTMENT

John Crisafulli, Superintendent

PERMANENT SCHOOL BUILDING COMMITTEE

George Murray	Term expires June, 1993
Harry Manuel	Term expires June, 1993
Robert Herrmann	Term expires June, 1993
Robert Jefferies	Term expires June, 1993
Paul Davies	Term expires June, 1993
Paul Alphen	Term expires June, 1993
Ron Golay	Term expires June, 1993
Roddy Palmer	Term expires June, 1993
Robert Smith	Term expires June, 1993
Paul Morse	Term expires June, 1993
Karl Fagans, Chairman	Term expires June, 1993
Robert McCusker	Term expires June, 1993

SEALER OF WEIGHTS AND MEASURES

George Fletcher	Term expires June, 1992

SEWAGE ADVISORY COMMITTEE

Robert Jefferies	Term expires June, 1992
Robert Ferreira	Term expires June, 1992
Mike Ingalls	Term expires June, 1992
Jeff Rider	Term expires June, 1992
David Adams	Term expires June, 1992
Michael Pacella	Term expires June, 1992
Judith Culver	Term expires June, 1992
Deems A. Buell, Chairman	Term expires June, 1992
Denali Delmar	Term expires June, 1992

SIDEWALKS AND PATHWAYS STUDY COMMITTEE

Dorothy Natoli	Term expires June, 1992
Barbara Thornley, Chairman	Term expires June, 1992
Gloria Black	Term expires June, 1992

SOLID WASTE ADVISORY COMMITTEE

Ellen Harde, Chairman	Term expires June, 1992
Gerry DiBello	Term expires June, 1992
Barbara Melvin	Term expires June, 1992
Phyllis Grace	Term expires June, 1992
Elizabeth Michaud	Term expires June, 1992
Ann F. Eno	Term expires June, 1992

STREET NUMBERING COMMITTEE

Wilbert Vaughn	Term expires June, 1992
Leo Daly	Term expires June, 1992
Ray Peachey	Term expires June, 1992
Chief George Rogers	Term expires June, 1992

TAX POSSESSION SALE COMMITTEE

Norman K. Nesmith	Term expires Sept., 1993
Justin McCarthy	Term expires Sept., 1994
Bill MacMillan	Term expires Sept., 1992

TOWN AIDE

Helena Crocker

TOWN CLERK

Elaine McKenna	Term expires May, 1993

TOWN COUNSEL

John L. Connell, Jr.	Term expires June, 1992

TREASURER-COLLECTOR

Paula Brule	Term expires May, 1992

TREE WARDEN

Kenneth Greeno	Term expires May, 1992

VETERAN'S AGENT

Helena Crocker	Term expires June, 1992

VETERAN'S SERVICES DIRECTOR

Jerry Berkowitz	Term expires June, 1992

VETERAN'S GRAVES OFFICER

James L. Healy, Sr.	Term expires June, 1992

VISION COMMITTEE

Harry Horn	Term expires June, 1992
Bill Burke	Term expires June, 1992
Carol Morse	Term expires June, 1992
Roger Parent	Term expires June, 1992
Jack Kavanagh, Chairman	Term expires June, 1992
Paul Davies	Term expires June, 1992
Geraldine Beck	Term expires June, 1992
Claire Stanford LeBlanc	Term expires June, 1992
Daniel Doherty	Term expires June, 1992
David Myer	Term expires June, 1992

WATER COMMISSIONERS

Walter Marcella	Term expires May, 1993
Harold Fletcher	Term expires May, 1994
Jeffrey S. Rider	Term expires May, 1992

WATER DEPARTMENT

Warren Sweetser, Superintendent

WESTFORD POLICE DEPARTMENT ROSTER

CHIEF OF POLICE
Joseph R. Connell

LIEUTENANTS
Robert M. Welch, Jr.
Edward A. Cossette

SERGEANTS
Terence J. Kane
Thomas M. McEnaney
Timothy L. Pomerleau
Edward P. Rochon, Jr.
Joseph J. Roy
John Tzkiopoulos

PATROL OFFICERS
John D. Caron
Hervey P. Cote
William F. Duggan
George E. Higgins
Michael J. Jelley
George W. MacGregor, Jr.
Scott J. Mack
Joseph T. Murray
Mary Ann O'Connell
Raymond V. Peachey
Michael J. Perciballi
Michael C. Perron
Walter R. Shea
Kevin P. Sullivan
Stephen F. Timothy
Joseph A. Walker

CRIMINAL BUREAU
David S. Connell
Thomas M. McEnaney

INTERMITTENTS
John E. Auger
Richard J. Barrett, Jr.
Joseph R. Connell, Jr.
Christopher T. Doolin
Michael L. Lord
William G. Luppold
Stephen M. Mack
Victor F. Neal
Daniel J. O'Donnell
Dawn M. O'Donnell
Joseph A. Shields
Steven C. Waldron
David M. Welch

AUXILIARY/TRAFFIC CONTROL OFFICERS
David J. Bettencourt
Barbara Buchanan
Edmond D. Bussiere
Sheila M. Curley
Joseph H. Doolin
Joseph Eracleo
Daniel P. Gill
Mary E. Hill
William Lyons
Titus Palmer
Peter J. Peladeau
William N. Porter
Amy Therrien
Timothy H. Whitcomb

TRAFFIC SUPERVISORS
Barbara Buchanan
Sheila M. Curley
Mary E. Hill
Donna M. McCafferty
Lorraine A. Priest
Mary R. Souza

DOG OFFICER
George S. Fletcher

CONSTABLES
William MacMillan
Walter McAvoy

REPORT OF THE BOARD OF SELECTMEN

The Board of Selectmen wish to submit the following report for the calendar year ending December 31, 1991, a year with both frustrations and accomplishments.

January saw a candlelight vigil, in support of military personnel, on the Town Common which showed a tremendous display of empathy for the troops stationed abroad. January also marked the beginning of the budget process, one that proved to be long and arduous because of shrinking state funds and rising costs most especially in the areas of insurance costs and escalating health insurance needs.

In February, Water Superintendent, Harold Fletcher announced his intention to retire and in March the Board extended condolences to the family of Bill Stone a long time employee of the Water Department.

At the Town Election in May, Bob Herrmann was elected to another term on the Board and an attempted override for various town services was defeated. Town Meeting established a Regional School Planning Committee, a Vision Committee, prohibited the discharge of firearms in Town, and implemented quarterly tax bills. Town Meeting also honored Richard Emmet for his lifetime committment to Conservation issues. James Healy, Jr. was elected new Chairman of the Board, with Jerry Berkowitz as Vice Chairman and Hal Schreiber as Clerk.

June marked the finalization of the Minot's Corner Reconstruction project and Representative Geoffrey Hall presented the Board with a check in the amount of $180,209 representing reimbursement to the Town for construction costs.

In September the Board announced with regret that Pete Wyman would be retiring from his post as Highway Superintendent and in October Town Meeting voted to defer teacher summer pay deferral for FY 1992.

In October Westford native Pat Bradley was inducted into the Golf Hall of Fame and Westford Academy celebrated its bicentennial.

On October 19th the Board, and indeed the entire Town, mourned the death of James Healy, Jr. who was completing the last year of his term on the Board and sent regrets to his family.

In November affordable housing came one step closer to reality with the groundbreaking ceremony at Haystack Estates.

Finally the Board of Selectmen would like to thank all of the Town officials, employees and volunteers for their efforts over the past year, especially in these times of reduced staff and budgets.

Board of Selectmen
Jerry G. Berkowitz, Chairman
Hal R. Schreiber, Vice Chairman
William D. Connell, Jr.
Robert Herrmann

REPORT OF TOWN MANAGER

I hereby submit my report as Town Manager for the calendar year 1991. I wish that it could paint a brighter picture of the state of our Town as we continue to struggle with the two-fold burden of substantial cuts in state/local revenue sharing and the significant impact which the recession has had on our own locally collected revenues.

The Town has made dramatic reductions in expenditures and changes in operations in the face of a loss of approximately $1.6 million in state funding experienced since 1989. We have yet, however, to make completely the painful adjustments needed to close the remainder of the structural deficit. Despite significant budget reductions the Town's current year budget was just short of $1.0 million dollars out of balance when two subsequent Town Meetings in the fall of the 1991 refused to make the needed budget reductions required to eliminate the deficit. As a result of a stalemate the Town was forced to exercise a short sighted and imprudent deferral of one month of teacher wages ($686,000) to a future fiscal year. We also relied upon the uncertain receipt of $245,000 from a last minute sale of town land to balance the budget. The deferral of recognition of these teachers' wages to a future fiscal year, is the epitomy of the deficit spending and accounting gimmickry employed at federal and state levels. It represents a low point in the financial management of the Town and will represent a onerous financial burden for future taxpayers.

Needless to say, the $1.0 million structural deficit which the town meeting refused to deal with in the fall will now be faced in the next fiscal year. It will certainly grow due to the increasing costs of health insurance, worker's compensation, and pension costs. As Town Manager I am committed to carrying forward the message that the Town must either increase local revenues through property taxes, user fees or some other local revenue or make a permanent adjustment in its levels of expenditures to live within its greatly reduced revenues. This is not a pleasant nor easy message to convey but the fact remains that many easily defended town and educational services which were financially supported through state revenue sharing can no longer be afforded by our community in the absence of those funds. If the impact of that withdrawal of funds is fewer hours in library, less public safety coverage, larger class sizes, restricted trash collection service, etc. then the adjustment should be made once and for all so that our department heads and managers can move on to providing the best level of service possible albeit at lower levels than we had grown accustomed to during the eighties.

Residential property owners will be seeing an increase in their property tax bill as a result of falling property values. While residential values declined by approximately 11% as of January 1, 1991, commercial and industrial property values plummeted by 15% to 20%. The result of this difference in devaluation is that there has been a shift in the property tax burden away from the commercial and industrial sector and onto the residential sector. This shift between commercial/industrial and residential sectors, together with the first full year impact of the debt exemption for the Blanchard Middle School, will result in an 8% increase in FY 1992 property taxes. Most commercial and industrial bills will decrease. Such an increase in residential property tax bills will undoubtedly create confusion in light of the popular misconception that property taxes may only increase by 2 and 1/2 per cent. The unsual 2 and 1/2 per cent limitation is on the total property tax levy. The differences in devaluation rates results in this total being allocated in different ways.

The Town of Westford should recognize the outstanding performance of their department heads and employees who have struggled under enormous pressure in the past two years. These people have cooperated tremendously with the Town Manager and Finance Committee to assure that budget reductions are carried out in a rational and thoughtful manner and have responded with creativity and dedication to the challenge of doing more for the Town with less to work with. Their continued ability to work together and cooperate and to avoid division and infighting over a shrinking town budget represents the type of professional dedication and service this Town deserves. Please take time to boost their morale and motivation with a kind word or token of appreciation so their work can continue.

Harold Fletcher retired as the Town's Water Superintendent after a distinguished career in the Water Department. I promoted Warren Sweetser as the new superintendent based on his demonstrated experience and ability in the Water Department. George Wyman retired as Highway Superintendent after a similarly distinguished career. After an extensive recruiting effort and search Richard Barrett was selected by me as the new Highway Superintendent.

We continue to make improvements in the manner in which the Town's budget is developed. Traditionally, the town's budget has been based on how departments spend money, i.e. how much for telephone, how much for gas, etc. Such an approach leads to a tendency to estimate the current year's budget based upon last year's expenses with little attention being paid to what is being produced by way of services. Over the past two years we have tried to reorganize the approach to emphasize what of value is produced when we spend money and, in particular, what results will be produced for residents at varying levels of budget authority. This approach has enabled us to make the soundest and

most rational decisions possible as we have scaled back expenditures. Three individuals stand out in terms of their grasp for this approach and should be recognized for the quality of their budget work: Ellen Rainville, Library Director; Warren Sweetser, Water Department; Police Lt. Robert Welch, the budget officer in the Police Department.

I cannot close this report without reflecting on the short two and one half years in which I knew James Healy, Jr. Jim's unique approach to life and his wide ranging concern as a Selectman for anything and everything which affected the community he loved so much resulted in not a few additional gray hairs on my head. What I'll remember best about Jim is his intelligence and wit, his flair and style, and appreciation for the diversity of community life in Westford. These attributes were a great support to me as we struggled with Town issues and I'll remember them always.

Thank you all for your support and encouragement over the past several years and I look forward to the day when we finally put the turmoil of the past three years of financial chaos behind us.

Respectfully submitted,

Robert J. Halpin
Town Manager

TOWN OF WESTFORD
TOWN ELECTION
MAY 7, 1991

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
TOTAL BALLOTS CAST	1,342	1,225	1,102	1,410	5,079
BOARD OF SELECTMEN					
Blanks	59	52	50	62	223
Robert C. Herrmann**	875	782	616	914	3,187
Lesley Anne Burke	406	384	427	426	1,643
All Others	2	7	9	8	26
SCHOOL COMMITTEE					
Blanks	1,422	1,424	1,267	1,409	5,522
Judith E. Culver**	908	790	703	1,005	3,406
Steven K. Brierley	823	709	646	904	3,082
George E. Murray**	866	735	679	892	3,172
All Others	7	17	11	20	55
LIBRARY TRUSTEES					
Blanks	766	782	612	708	2,868
Sandra L. Kelly**	766	649	598	810	2,823
Judy K. Nelson**	687	582	566	769	2,604
Richard D. Roper	465	433	425	530	1,853
All Others	0	4	3	3	10
PLANNING BOARD					
Blanks	106	112	79	112	409
Joseph A. Guthrie, Jr.	518	460	465	529	1,972
Steven C. Boudreau**	716	650	556	765	2,687
All Others	2	3	2	4	11
HOUSING AUTHORITY					
Blanks	365	377	319	377	1,438
Carol S. Engel**	973	843	774	1,027	3,617
All Others	4	5	9	6	24
BOARD OF ASSESSORS					
Blanks	437	404	353	403	1,597
Rodney G. Young**	898	814	741	999	3,452
All Others	7	7	8	8	30

** Elected

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
BOARD OF HEALTH					
Blanks	262	216	161	218	857
Cynthia E. Kern	228	247	177	354	1,006
Sally A. Lakness	355	255	227	459	1,296
Edward D. McCusker**	490	498	530	371	1,889
All Others	7	9	7	8	31
QUESTION ONE (Over-ride)					
Blanks	7	13	13	28	61
Yes	711	455	410	705	2,281
No**	624	757	679	677	2,737
QUESTION TWO (Insurance)					
Blanks	81	76	80	91	328
Yes**	810	594	558	794	2,756
No	451	555	464	525	1,995
QUESTION THREE (Hunting) (Non-Binding)					
Blanks	22	35	32	31	120
Yes**	919	629	649	914	3,111
No	401	561	421	465	1,848
QUESTION FOUR (Trash) (Non-Binding)					
Blanks	18	20	24	30	92
Yes	334	198	177	337	1,046
No**	990	1,007	901	1,043	3,941

TOWN OF WESTFORD

SPECIAL TOWN MEETING - MARCH 4, 1991

ADJOURNED SESSION - MARCH 18, 1991

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Westford Academy on Monday, March 18, 1991, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The attendance was 346. (A quorum of 197 was needed).

William Kavanagh, Town Moderator, called the meeting to order at 7:45 PM.

It was voted to allow engineers from Weston and Sampson, the Financial Director and the Town Sanitarian to be seated in the audience.

ARTICLE 1. It was voted unanimously that the Town raise and appropriate the sum of $135,000.00 for the clean-up of gasoline and petroleum contamination and pollution at the site of the Highway Garage; and to meet said appropriation that the Treasurer be authorized, with the approval of the Selectmen to borrow the sum of $135,000.00 dollars under and pursuant to Mass. General Laws Chapter 44, section 8, clause 21 or any other authority.
(Finance Committee Approved)

ARTICLE 2. It was voted unanimously that the Town transfer the sum of $35,000.00 dollars from Account Number 9450.40, Comprehensive Insurance Account to Account Number 5430.40, Veterans Benefits Account. (Finance Committee Approved)

ARTICLE 3. It was voted unanimously that the Town transfer the sum of $16,200.00 dollars from Account Number 2100.15, Police Clerical Wages and Account Number 2101.33, Court Time to Account Number 2101.23, Patrolmen Wages. (Finance Committee Approved)

ARTICLE 4. It was voted that the Town transfer the sum of $7,000.00 from Account Number 2101.33, Police Dept. Court Time Account to Account Number 2101,30, Police Dept. Overtime.
(Finance Committee Approved)

ARTICLE 5. It was voted that the Town transfer the sum of $3100.00 dollars from Account Number 1230.14, Asst. Executive Secretary Salary Account, to Account Number 1450.12, Treasurer/Collector Salary, ($204.00) and to Account Number 1450.15, Clerical wages ($2896.99).
(Finance Committee Approved)

ARTICLE 6. It was voted that the Town transfer the sum of $3750.00 dollars from Account Number 1920.84, Replace Printer and Account Number 1230.14, Asst. Executive Secretary Salary Account to a new account in order to participate in Greater Lowell Regional drug Task force Grant. (Finance Committee Approved)

ARTICLE 7. It was voted unanimously that the Town amend Article XXVII, Section 1 of the Town By-Law to add the words "and Regulation" following the word "By-Law" on line 1 and to amend section 3 to add the following By-Laws and Regulations to the list of By-Laws, together with the following non-criminal penalties for violation thereof:

By-Laws	Penalties
ARTICLE XXVIII: Wetlands Protection (Non-Zoning) (Planning/Conservation Coordinator)	
Failure to make required filing with Conservation Commission	$50.00
Violation of Order of Conditions	$100.00
Regulations	
Use of Conservation Land (Planning/Conservation Coordinator)	
First Offense	$25.00
Subsequent Offenses	$100.00

(Finance Committee Approved)

ARTICLE 8. It was voted that the Town repeal the existing Personnel Bylaw with the exception of the wage and Salary Plan shown in Section 3 of that bylaw, which will be shown at a later date as Appendix A., and replace said bylaw in its entirety with the following:

PERSONNEL BYLAW

SECTION 1. PURPOSE AND INTENT

The purpose of the personnel bylaw is to establish fair and equitable personnel policies and to establish a system of personnel administration based on merit principles that ensure a uniform, fair and efficient application of personnel policies. The intent of this bylaw is to provide a method of recruitment, selection, and development of a work force that is skilled and effective in accomplishing the service delivery mission of the town. Personnel actions are to be made without regard to sex, race, religion, color, age as defined by law, handicap, political affiliation or any other non-job related factors, and shall be based on merit and fitness alone.

SECTION 2. APPLICATION

All town departments and positions shall be subject to the provisions of this bylaw, except elected officers of the town, employees of the school department and employees subject to collective bargaining agreements under Chapter 150E of the General Laws. This bylaw is adopted pursuant to the authority granted by Article LXXXIX of the Constitution of the Commonwealth and General Law, Chapter 41, section 108A and 108C.

SECTION 3. RESPONSIBILITY OF THE TOWN MANAGER

The Town Manager shall be responsible for the establishment and maintenance of a personnel system based on merit principles. The Town Manager shall have all the personnel management powers and duties as provided by chapter 480 of the Acts of 1989 and shall formulate personnel policies pursuant to section 5 of this bylaw.

SECTION 4. CONTENTS OF PERSONNEL POLICIES

The personnel policies shall establish a personnel system which shall include, but need not be limited to, the following elements:

(a) A method of administration. A system of administration which assigns specific responsibility for all elements of the personnel system, including: maintaining personnel records, implementing effective recruitment and selection processes, maintaining the classification and compensation plans, monitoring the application of policies and periodic reviews and evaluation of the personnel system.

(b) The Wage and Classification Plan as contained in Appendix A.

(c) A recruitment and selection policy.

(d) A centralized personnel record keeping system, or

(e) Other elements of a personnel system as deemed appropriate or necessary.

SECTION 5. ADOPTION OF POLICIES

The Town Manager is empowered and authorized by this bylaw to adopt personnel policies defining the rights, benefits and obligations of employees subject to this bylaw, provided however, decisions made by the Town Manger to classify a new position or to reclassify a position shall be subject to the ratification of the Town Meeting. The Town Manager shall be responsible for the development of personnel policies. Any appointing authority, department head, or any three employees may recommend personnel policies to the Town Manager for consideration. Such policies shall become effective in accordance with the following procedure:

(a) Proposed personnel piolicies shall be prepared by the Town Manager;

(b) The Town Manager shall consult with employees that may be affected by proposed changes in personnel policies;

(c) The Town Manager shall finalize personnel policies and transmit in writing any proposed policies to the Board of Selectmen;

(d) Policies shall become effective on the thirthieth day following the day on which notice of the proposed policy is filed with the Board of Selectmen unless the Board of Selectmen shall within said period vote to reject any such policy;

(e) Copies of new or amended policies shall be posted and distributed to department heads.

SECTION 6. PERSONNEL ADVISORY BOARD

There shall be a Personnel Advisory Board of three (3) persons appointed by the Board of Selectmen for the purpose of providing technical assistance and advice to the Town Manager in carrying out the purposes of this bylaw. The authority for the Personnel Advisory Board shall expire on June 30, 1993.

SECTION 7. SEVERABILITY

The provisions of this bylaw and any policies adopted pursuant to this bylaw are severable. If any bylaw provision or policy is held invalid, the remaining provisions of the bylaw or policy shall not be affected thereby.

SECTION 8. EFFECTIVE DATE

This bylaw shall take effect upon enactment.

ARTICLE 9: It was voted unanimously that the Town accept the annual EEO Grant on behalf of the Nashoba Valley Technical High School.

ARTICLE 10: It was voted that the Town will transfer the sum of $25,000.00 dollars from Account Number 4230.40, Snow and Ice, to Account Number 1311.40, Finance Reserve.

(Finance Committee Approved)

It was voted unanimously the adjourn the Special Town Meeting at 9:05 PM.

A True Record: ATTEST

Elaine McKenna
Town Clerk

TOWN OF WESTFORD
ANNUAL TOWN MEETING
MAY 11, 1991

At a legal meeting of the inhabitants of the Town of Westford, qualified by law, to vote in Town affairs, held at Abbot Middle School, on Saturday, May 11, 1991, called to commence at 10:00 AM, the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors.

William Kavanagh, Town Moderator, called the meeting to order at 10:10 AM.

ARTICLE 1: No Motion.

ARTICLE 2: It was voted unanimously that the Town establish the salaries for elective officers of the Town for the fiscal period July 1, 1991 through June 30, 1992 as follows:

	FY 1992
Selectmen,	
Chairperson	$ 1,100
Members	950
Board of Assessors, Members	500
Board of Health, Members	200

(Finance Committee Approved)

ARTICLE 3: It was voted unanimously that the Town amend its Consolidated Classification Plan, Compensation Plan of the Town as follows, effective July 1, 1991 as follows:

A. By amending Appendix "A" of the Personnel By-law (Classification and Pay Plan), by replacing the exisiting minimum and maximum salaries with those listed below, effective July 1, 1991.

POSITION	MINIMUM	MAXIMUM
Town Manager	50,000	65,000
Asst. to the Town Manager	21,950	31,300
Town Manager's Admin. Sec'y	9.56	14.36
Chief of Police (1.)	41,600	62,400
Police Lieutenant	31,200	46,800
Fire Chief (1.)	29,950	51,380
Highway Supt.	32,200	48,000
Water Supt.	31,000	46,200
Library Director	27,040	40,560

Library Asst. Director	22,580	33,870
Senior Librarian	20,250	30,380
Senior Page **	5.50	6.25
Library Page **	4.25	4.75
Finance Director	37,500	52,500
Principal Assessor/Appraiser	27,500	41.200
Building Commissioner	25,000	37,200
Community Center Director	25,270	37,860
Planning/Conservation Comm. Coord.	19,030	28,550
Elder Services Coordinator	20,000	30,000
Sanitarian	24,000	36,000
Asst. Sanitarian	16,480	24,700
Town Clerk (2.)	27,400	41,100
Town Engineer	32,500	47,500
Town Nurse **	12.07	18.10
Treasurer/Collector (3.)	29,150	43,500
Call Fire Fighter/EMT **	10.90	
Call Fire Lieutenant **	11.25	
Call Fire Captain **	11.55	
Call Fire Deputy Chief **	11.90	
Senior Aide **	5.81	
Traffic Control Officers **	11.18	
Tree Warden		1,000
Water Commissioners		400
Cemetery Commissioners		400

All Salaries are Per Annum except where noted by ** in which case an hourly rate applies.

(1.) Nothing contained herein shall have the effect of limiting the applicability of General Laws, Chapter 48, Section 57(G) as it relates to the salary due to either the incumbent Fire Chief or incumbent Chief of Police.

(2.) The Town Clerk may receive additional compensation, not to exceed an annual rate of $5,000.00 as authorized by General Laws, Chapter 41, Section 19(I) when assuming additional duties as Assistant to the Town Manager.

(3.) As part of her compensation the incumbent Treasurer/Collector shall continue to receive demand fees from delinquent tax bills as authorized by Massachusetts General Laws. (Finance Committee Approved)

ARTICLE 4: It was voted that the Town raise and appropriate sums necessary for the Operation and Maintenance of Town Departments for the ensuing fiscal year, July 1, 1991 through June 30, 1992.

PART I: GENERAL GOVERNMENT

ACCT. NO.	ACCOUNT NAME	AMOUNT	
1220.40	Selectmen Expense	6,977.00	
1220.41	Town Management Study	0.00	
	SUBTOTAL		6,977.00
1230.13	Town Manager Salary	59,505.00	
1230.14	Asst. to Town Manager	5,000.00	
1231.40	Misc. Comm. Expense	0.00	
1230.15	Clerical Wages	24,782.00	
1230.40	Exec. Secretary Expenses	6,277.00	
	SUBTOTAL		95,564.00
1310.40	Expenses	250.00	
1311.40	Reserve Fund	90,000.00	
	SUBTOTAL		90,250.00
1330.13	Finance Director Salary	45,000.00	
1330.15	Clerical Wages	37,509.00	
1330.40	Expenses	2,290.00	
1331.40	Annual Audit	14,500.00	
	SUBTOTAL		99,299.00
1410.12	Assessors' Salaries	0.00	
1410.13	Asst. Assessor Salary	40,000.00	
1410.15	Clerical Wages	57,150.00	
1410.36	Temp. Clerical Support	0.00	
1410.40	Expenses	15,225.00	
1411.41	Revaluation	0.00	
1420.40	Temp. Assessing Support	6,000.00	
	SUBTOTAL		118,375.00
1450.12	Treasurer/Collector Salary	31,433.00	
1450.15	Clerical Wages	49,158.00	
1450.40	Expenses	33,000.00	
1450.43	Banking Services/Interest	0.00	
	SUBTOTAL		113,591.00
1510.29	Town Counsel Salary	37,743.00	
1510.40	Expenses	9,000.00	
	SUBTOTAL		46,743.00
1520.40	Expenses	250.00	
1530.40	Centrex Telephone	10,000.00	
1540.40	Labor Counsel Fees	5,000.00	
1550.40	Data Processing	23,000.00	
	SUBTOTAL		38,250.00

1610.12	Town Clerk Salary	31,068.00	
1610.15	Clerical Wages	21,829.00	
1610.40	Expenses	1,100.00	
1611.12	Recording Fees	375.00	
1620.18	Election Wages	5,370.00	
1620.40	Election Expenses	3,500.00	
1630.13	Registrar Salary	3,750.00	
1630.14	Street List Salary	7,500.00	
1631.12	Town Clk/Registrar Salary	450.00	
	SUBTOTAL		74,942.00
1710.13	Cons. Comm. Coord. Salary	14,164.00	
1710.40	Expenses	1,830.00	
1712.40	Consultants	5,000.00	
1710.41	Minutes	2,400.00	
1710.42	Land Acquisition Expense	50.00	
	SUBTOTAL		23,444.00
1750.13	Planning Coord. Salary	14,164.00	
1750.40	Expenses	4,975.00	
1750.41	Minutes	3,600.00	
1752.40	Consultants	7,500.00	
1752.41	Planning Studies	0.00	
	SUBTOTAL		30,239.00
1760.15	ZBA Clerical Wages	2,600.00	
1760.40	Expenses	4,400.00	
1761.40	Expenses	720.00	
	SUBTOTAL		7,720.00
1770.13	Engineering Services	19,737.00	
	SUBTOTAL		19,737.00
1840.15	CATV Comm. Clerical Wages	675.00	
1840.40	CATV Expenses	210.00	
	SUBTOTAL		885.00
1920.16	Custodian Wages	10,374.00	
1920.40	Expenses	22,258.00	
1920.84	Replace WP Printer	0.00	
1923.40	Police/Fire Comp. Expense	24,280.00	
1923.81	Exhaust Fan	0.00	
1950.40	Town Reports	7,500.00	
	SUBTOTAL		64,412.00

PART II:	PUBLIC SAFETY		
2100.13	Police Chief Salary	69,033.00	
2100.14	Lieutenant Salary	89,610.00	
2100.15	Clercial Wages	76,039.00	
2100.16	Custodian Wages	7,398.00	
2100.40	Administrative Expenses	164,250.00	
2100.42	Out of State Travel	250.00	
2101.22	Sergeants Wages	217,610.00	
2101.23	Patrol Officer Wages	558,690.00	
2101.26	Matron Wages	2,190.00	
2101.30	Overtime	142,500.00	
2101.31	Shift Differentials	16,522.00	
2101.32	Career Incentives	1,000.00	
2101.33	Court Appearances	37,348.00	
2101.34	Extra Details	10,764.00	
2101.35	Training	21,519.00	
2101.40	Operations Expense	0.00	
2101.81	CAPITAL - Matching Grant	3,750.00	
2101.84	CAPITAL - Weapon Replacement	0.00	
2101.82	CAPITAL - Replace Cruisers	0.00	
2102.25	Dispatcher Wages - Polie	109,135.00	
2103.24	Traffic Super. Wages	17,483.00	
2103.40	Street Markings	5,000.000	
	SUBTOTAL		1,550,091.00
2200.13	Fire Chief Salary	54,908.00	
2200.37	Fire Fighter/EMT Wages	477,313.00	
2200.40	Operating Expenses	36,545.00	
2200.81	Three (3) Scott Air Packs	0.00	
	SUBTOTAL		568,766.00
2410.13	Building Comm. Salary	35,457.00	
2410.15	Clercial Wages	10,263.00	
2410.19	Inspector Fees	26,000.00	
2410.40	Expenses	6,335.00	
	SUBTOTAL		78,055.00
2440.13	Sealer Wghts/Meas. Salary	1,600.00	
2440.40	Expenses	150.00	
	SUBTOTAL		1,750.00
2910.40	Civil Defense Director	1,000.00	
	SUBTOTAL		1,000.00
2920.13	By-law Enf. Off. Salary	13,290.00	
2920.17	Asst. Dog Officer Wages	0.00	
2920.40	Expenses	4,375.00	
	SUBTOTAL		17,665.00

2940.12	Tree Warden Salary	1,000.00	
2940.40	Expenses	10,000.00	
	SUBTOTAL		11,000.00
PART III:	EDUCATION		
3050.40	School Dept. O & M	12,554,000.00	
	SUBTOTAL		12,554,000.00
3110.40	NVTHS Assessment	334,872.00	
	SUBTOTAL		334,872.00
PART IV:	PUBLIC WORKS		
4200.13	Highway Supt. Salary	46,741.00	
4200.21	Highway Wages	357,377.00	
4200.40	Operating Expenses	7,900.00	
4220.40	Road Maint. Materials	193,700.00	
4222.21	Uniform Allowance	5,850.00	
4222.40	Mach. & Equipment	64,301.00	
4225.40	Drainage	15,000.00	
4230.40	Snow and Ice	238,300.00	
4240.40	Streetlights	56,289.00	
	SUBTOTAL		985,458.00
4310.40	Solid Waste Disposal	803,195.00	
4310.41	Domestic Haz. Waste Disp.	0.00	
	SUBTOTAL		803,195.00
4400.21	Grounds Maint. Wages	42,475.00	
4400.40	Operating Expenses	19,062.00	
	SUBTOTAL		61,537.00
4910.12	Cemetery Comm. Salary	600.00	
4910.13	Grounds Maint. Wages	0.00	
4910.17	Maint./Labor Wages	12,658.00	
4910.40	Expenses	10,000.00	
	SUBTOTAL		23,258.00
PART V:	HEALTH AND HUMAN SERVICES		
5130.12	Board of Health Salaries	1,250.00	
5130.13	Health/Sanitarian Salary	34,026.00	
5130.14	Contagious Disease Salary	0.00	
5130.15	Clercial Wages	25,175.00	
5130.19	Inspector Fees	15,800.00	
5130.40	Expenses	11,100.00	
5131.13	Animal Inspector Salary	1,450.00	

5131.14	Dead Animal Agent Salary	1,750.00	
5220.13	Nurses Wages	22,172.00	
5221.40	Dental Services	1,000.00	
5130.41	Landfill Monitoring	6,500.00	
	SUBTOTAL		120,823.00
5410.40	Council on Aging Expenses	10,687.00	
5410.13	Senior Citizens Director	25,000.00	
5411.40	Respite Care	5,568.00	
5412.40	Senior Aide Contract	6,240.00	
5430.40	Veterans Services	70,000.00	
5440.13	Town Aide Salary	30,546.00	
5440.40	Expenses	2,100.00	
	SUBTOTAL		150,141.00
PART VI:	CULTURE AND RECREATION		
6100.13	Library Director Salary	35,311.00	
6100.14	Asst. Director Salary	29,837.00	
6100.15	Clerical Wages Salary	15,523.00	
6100.16	Custodian Wages	21,415.00	
6100.27	Senior Librarian Wages	97,614.00	
6100.28	Library Assoc/Tech Wages	136,391.00	
6100.38	Library Pages Wages	6,099.00	
6100.40	Operating Expenses	161,028.00	
	SUBTOTAL		503,218.00
6120.15	Council on Arts Clerical	0.00	
6309.20	Recreation - Admin. Wages	27,300.00	
6309.40	Administrative Expenses	7,030.00	
	SUBTOTAL		34,330.00
6700.40	Museum Expenses	3,775.00	
	SUBTOTAL		3,775.00
6730.13	Comm. Cntr. Director Salary	28,444.00	
6730.15	Clercial Wages	25,091.00	
6730.16	Custodian Wages	31,086.00	
	SUBTOTAL		84,621.00
6920.40	Memorial Day Celebration	1,500.00	
	SUBTOTAL		1,500.00
PART VII:	DEBT SERVICE		
7100.10	Total FY 89 Prin & Int	3,017,109.00	
	SUBTOTAL		3,017,109.00

PART VIII:	UNCLASSIFIED		
9110.40	Pension Assessment	706,798.00	
9130.40	Unemployment Insurance	50,000.00	
9140.40	Group Health Insurance	750,000.00	
9141.40	Medicare Contribution	55,000.00	
9170.40	Accumulated Sick Leave	20,000.00	
9450.40	Comprehensive Insurance	425,000.00	
	SUBTOTAL		2,006,798.00
PART IX:	PUBLICE ENTER. - WATER		
4510.40	Pipes and Supplies	45,000.00	
4520.12	Commissioners Salaries	1,200.00	
4520.13	Superintendent Salary	43,495.00	
4520.15	Clerical Wages	48,972.00	
4520.17	Maint. Labor Wages	170,395.00	
4520.30	Overtime	28,840.00	
4520.39	Flushing/Hydrant Maint.	17,550.00	
4520.40	Operating Expenses	234,065.00	
4521.83	Paint Center Water Tank	0.00	
4520.82	Meter Replacement	24,000.00	
4521.85	Master Plan	30,000.00	
	SUBTOTAL		643,517.00

(Finance Committee Approved)

ARTICLE 11: This motion was defeated that the Town withdraw from the Central Mass. Mosquito Control District effective July 1, 1991.

ARTICLE 19: It was voted Yes 123, No 121 (2/3 vote required) that the Town amend its Zoning By-Law as follows:

a. Change the title of section 5.1.1 from "PURPOSE" to "PURPOSE, APPLICABILITY, AND PLANNING BOARD DETERMINATION".

b. Add subtitle, 5.1.1.1 PURPOSE

c. Insert before the beginning of 5.1.2:

"5.1.1.2 APPLICABILITY

All projects involving the construction of single family residential units subject to regulation and approval by the Planning Board pursuant to applicable sections of Chapter 41, Sections 81k through 81gg of the Massachusetts General Laws commonly known as "The Subdivision Control Law" and meeting the minimum requirements of this section may seek approval

through the provisions of this section. All projects involving the construction of single family detached dwellings subject to regulation and approval by the Planning Board pursuant to Section 81k through 81gg of the Massachusetts General Laws and involving the subdivision of 10 acres or more of land and/or the contruction of 500 feet or more of roadway and located in the RA district shall submit application for open space residential development and conform to the requirements of this section.

5.1.1.3 PLANNING BOARD DETERMINATION

The Planning Board shall make a determination for all projects involving the subdivision of ten acres or more of land and/or the construction of 500 feet or more of roadway and located in the RA district following a review of materials presented pursuant to Section 5.1.6 of this bylaw. The Planning Board may, in turn, require the application of this section generally or may waive the application to allow conventional subdivision."

d. Amend Section 5.1.3 by deleting the words "having a minimum contiguous are of ten (10) acres and".

e. Add new note to Section 3.3. TABLE OF USE REGULATIONS as follows:

"(5) Residential subdivisions in the RA districtmust comply with Section 5.1 of this bylaw if the minimum criteria defined in Section 5.1.1.2 are met."

f. Change Section 3.3 TABLE OF USE REGULATIONS as follows:

Under Residential, change the row heading "Deatched one-family dwelling" to "Detached one-family dwelling (5)".

ARTICLE 20: It was voted Yes 312 to No 22 (2/3 vote required) that the Town amend its Zoning By-Law as follows:

a. Amend Section 5.1.3 MINIMUM DIMENSIONAL REQUIREMENTS by adding a new paragraph before the paragraph beginning "The Common land shall contain....". The new paragraph is as follows:

"The front yard shall not be less than 15 feet. In addition, building locations shall be limited by building envelopes, determined during the subdivision review process. The building envelopes shall be shown on the approved site plan by dashed lines."

b. Amend Secton 5.1.1.1 PURPOSE, as amended by this Town meeting, by adding item f: "f Providing visual screening between the new construction and existing roads by means of trees and other natural vegetation."

ARTICLE 21: It was DEFEATED by lack of a majority that the Town amend its Zoning By-law as follows:

(a) Amend Section 5.1.2, by replacing the first paragraph with: "OPEN SPACE RESIDENTIAL DEVELOPMENT: A residential subdivision or multi-family development of land where, if a subdivision, lots may be designated upon reduced dimensions to take maximum advantage of suitable land, and where the unused land is retained in its undeveloped state to preserve and protect natural wetlands recharge areas and to provide recreational areas for the use of the residents".

(b) Amend Section 5.1.2 second paragraph, "COMMON LAND", by adding at the end "or multi-family development."

(c) Amend Section 5.1.3, first paragraph, by adding before the final period: "except where a special permit for multi-family development is applied for in an application as prescribed hereunder, in which case, all or part of the proposed need not constitute a subdivision of land"

(d) Amend Section 5.1.3, third paragraph, by substituting for the first word ("Dimensional") the following: "With reference to an open space residential development which is not a multi-family development, dimensional"

(e) Amend Section 5.1.3, by adding before the paragraph beginning "The common land shall contain....", the following new material:

"An application, all or in part, for multi-family development in an open space residential development may propose that the dwelling units of the same number or density as permissible hereunder, be located on one or more lots to which subdivision control approval may not apply, provided that the following dimensional controls shall apply:

Minimum lot area	20,000 sqaure feet
Minimum frontage	200 feet
Minimum front yard	50 feet plus ten feet for each building on the lot
Minimum side yard	35 feet plus five feet for each building on the lot
Minimum rear yard	50 feet plus ten feet for each building on the lot

Except as inconsistent with the foregoing, the dimensional controls in Section 4.2 shall apply."

(f) Amend Section 5.1.3, the paragraph beginning "The common land....", by substituting for "each building lot and for each 25 lots" the following: "each building lot or dwelling unit and for each 25 lots or 25 dwelling units". Also substitute for the last sentence the following: "In developments of 25 lots or 25 dwelling units or more, said land must not be designated open space."

(g) Amend Section 5.1.3 the paragraph beginning "The common land...." by adding after the word "subdivision" the following new material: "or multi-family development".

(h) Amend Section 5.1.4, by adding at the end: "Where an application is for multi-family development, the following requirements and standards shall also apply:

(a) Building Separation - The distance between buildings shall be a minimum of 50 feet unless after consideration of architectural, aesthetic, land planning, topographical, ground factors and emergency access, the Board determines that a less distance is desirable. In no case shall such distance be less than 20 feet.

(b) Parking - On site paved parking areas including at least two parking spaces for every dwelling unit with minimum dimensions of ten (10) feet by twenty (20) feet and adequate provisions for aisles, drives, visitor parking and snow disposal shall be provided. Separate buildings for parking garages may be permitted or located and designed so as to complement the apartment building design and site layout. Parking shall not be located at the lot front.

(c) Building Height - No building shall exceed thirty-five feet in height. Dwelling units located in part below the upper finished grade on sloping sites shall be deemed one story.

(d) Dwelling Units Per Building - The Board shall determine the appropriate number of dwelling units in each building. In making such determination, the Board shall consider compatibility with the neighborhood, building design, and pedestrian and motor vehicle movement within the parcel.

(e) Dwelling Unit Space - All dwelling units within apartment buildings shall have a minimum floor space area of four hundred and eighty (480) square feet.

(f) Bedrooms - No multi-family development shall have more than ten (10) percent of the total number of apartments with three (3) or more bedrooms.

A combined sleeping and living room in an Efficiency Apartment, so called, shall be considered one bedroom, and any other room in any apartment which is not a single living room or equipped kitchen, and is shown on a plan as being for other than bedroom use but which, because of location, size or arrangement, could, in the opinion of the Board, be used or adapted as a bedroom, shall be considered as a bedroom for density calculations. No attic or other storage or similarly usable space shall be used as or altered to create regular bedroom space nor shall the construction or other aspects facilitiate such use or alteration.

(g) Screening - All sewage facilities, service areas and equipment, trash, conveniences, parking and recreational areas shall have screening as required by the Board.

(h) Environmental Protection - There shall be no filling, draining, altering or relocation of any stream, lake, pond or wetland except that performed in full compliance with applicable laws, the requirements of all pertinent governmental agencies and the requirements and recommendations of the Board. No special permit shall be granted for a multi-family development where the Board finds that another type of residential development would be less detrimental to the environment, unless the Town Meeting has designated a specific district for the particular multi-family development in question.

(i) Excepting master antennae servicing one or more buildings, exterior antennae for reception or transmission shall not be permitted.

(j) Exterior Lighting and Screening - Non-glaring exterior lighting shall be planned, installed and operated so as to best serve each building or group of buildings. Parking areas, drives and other roadways shall be designed and landscaped so as to insure that all dwelling units are screened from motor vehicle headlights and do not directly illuminate adjacent lots.

(k) Landscaping - The site shall be preserved and enhanced by retaining and protecting trees, shrubs, ground cover, stone walls and other site features insofar as practicable. Additional new plant material shall be added for privacy, shade, beauty of building and grounds and to screen features which the Board deems detrimental to the aesthetics of the development.

(l) Roads, Drives, Municipal Services, Etc. - All roads, drives, parking areas and walks shall be constructed so as to afford adequate access to Town ways. The Board shall consider the recommendations of the Police and Fire Departments in determining adequacy and may require more than one means of entering and exiting the parcel where more than fifty dwelling units are proposed or where indicated by safety and traffic conditions. Proper maintenance of all private roads, drives, parking areas and walks on the project site, including snow removal, shall be the responsibility of the owner.

(m) Rubbish Disposal - Rubbish and garbage disposal facilities with screening shall be provided in full conformity with all applicable health or other laws and regulations and shall be protected against scattering of contents, rodents or other unhealthy infestation or condition and odor transmission.

(n) Water supply shall be sufficient at all times to meet water supply and fire protection requirements and in this regard shall consider the recommendations of the Town Water and Fire Departments. All main service lines for water, sewer and utilties shall be underground.

(o) Open Space and Common Land - As required for an open space residential development shall be laid out in such a manner as to tend to assure compliance with the foregoing standards, to provide for pedestrian safety within the site and to provide an aesthetically pleasant setting for the multi-family development within its neighborhood.

(i) Amend Section 5.1.5 by adding after the first paragraph a new paragraph: "However, if the development is made up of rental units, then the common land and other facilities shall be conveyed to the owner of the rental units as Trustee for the benefit of the tenants of the dwelling units in the development."

(j) Amend Section 5.1.5, the paragraph following amendment (i). Substitute for "The developer shall include in the deed to the owners of individual lots," the following: "The developer shall include in the deed to the owners of individual lots and dwelling units, and in the terms of leases or rentals of dwelling units,". Also add after "Chapter 184, Section 33." a new sentence: "Such conservation restriction shall be conveyed to the Town of Westford whether of not individual lots or dwelling units are conveyed, sold or rented or are retained all or in part by the developer."

(k) Amend Section 5.1.5, the paragraph beginning "a. mandatory membership....", after the word "lot" add: "pr dwelling unit".

(l) Amend Section 5.1.5, by adding before the paragraph beginning "This Declaration of Cenvenants...." the following new material: "In order to ensure that the owner as trustee will maintain the land held by the trustee under this Section, the trust instrument shall include the following:

A. Convenants by the Trustee to maintain the common land and to manage the same in accordance with the requirements of the Planning Board and to pay all taxes and other charges before interest and penalties accrue.

B. Provisions that the trust may not be terminated or the land transferred or conveyed unless the rental units are changed to a condominium in which case the common land shall be made part of the common facilities of the condominium; that the trust may not be amended except to improve the administration of the trust or to further insure that the common land is held and managed for the benefit of the tenants but no amendments shall be valid which in any way impair the rights of the beneficiaries.

C. Such other provisions that the Planning Board may require, including without limiting the generality of the foregoing provisions which will insure that all of the terms, covenants and conditions of the trust are paid and performed as required by the terms of said trust."

(m) Amend Section 5.1.5, the last paragraph, by adding after "Convenants and Restricitions" the following new material: "or trust as the case may be". Also by adding after "said Declaration" the following new material: "or trust".

(n) Amend Section 5.1.6, by adding at the end of subsection "(b) Contents of Application" the following new material: "Where an application is for a multi-family development, within an open space resdiential development, the application shall include the following additional design information which, when deemed appropriate by the Board, shall be made a condition of the special permit grant.

Six (6) copies of a site plan and text for the entire tract at scale of 1"=100 feet or larger prepared by a registered architect or registered professional engineer and a registered land surveyor showing at least the following shall be submitted with a petition.

(a) Site dimensions (perimeter site dimensions).

(b) Building size and location (including setback measurements, distance between buildings, and plan view exterior measurements of individual buildings).

(c) Internal roads, sidewalks and parking areas (width dimensions of paving and indication of number of parking spaces).

(d) Zoning, scale and North arrow (minimum scale of 1"=100')

(e) Total site area in square footage and acres and area to be set aside as open space and common land.

(f) Percentage of lot coverage (including the percentage of the lot covered by buildings) and percentage of open space and common land.

(g) The proposed residential density in terms of dwelling units and bedrooms per acre and number of units proposed by type-number of one bedroom units, two bedroom units, etc.

(h) Location of sketch map (indicate surrounding streets and properties and any additional abutting lands owned by the applicant) in the same scale as the Assessor maps for the areas.

(i) Developer's (or his representative's) name, address and phone number.

(j) Five (5) foot contours on the tract and within 50 feety beyond the site boundaries. If the Board finds that such data cannot be obtained beyond site boundaries, the Board may accept such contours only to the site boundaries and accept such information as may be obtained from reliable sources to represent the contours beyond the site boundaries.

(k) Representation of all proposed facade elevation (indicate height of building and construction material of exterior facade).

(l) Typical unit floor plan (floor plan must be indicated for each type of unit proposed, that is, one bedroom, two bedrooms or more). Area in square feet of each typical unit must be indicated.

(m) Proposed schedule for completion of the proposed development, including therein as appropriate, designation of specific sections or buildings proposed to be completed for occupancy prior to overall completion.

The information contained in items (a) through (m) above, together with other materials required in the contents of an open space residential development application, when submitted in sufficient detail to enable all the required findings hereunder, constitute a complete application for a multi-family development in an Open Space Residential Development.

The Board encourages the submission of preliminary plans upon which informed discussion with the applicant may be based. A "preliminary plan" may contain only the materials required in items (a) through (m) above. Upon receipt of a "preliminary plan", the Board shall arrange for such discussion with the applicant at one of its public meetings.

(o) Amend Section 5.1.6, by adding at the end of subsection "(e) Relation to subdivision Control Act" the following new paragraph: "Where a multi-family development is granted, which is not subject to subdivision control, the Planning Board shall impose all or such part of its subdivision control requirements as it deems advisable as a condition upon its permit, including but not limited to the construction of roads and driveways, drainage facilities and utilities, and shall require a bond or convenant in the manner prescribed in the subdivision regulations to secure performance of the entire plan for multi-family development as approved for special permit."

(p) Amend Section 5.1.6, by adding at the end of subsection "(f) Finding of Board" the following new material: "In addition, with respect to applicatins for multi-family development, the Board shall determine that the layout, location and architecture of the principal and accessory buildings are and will be compatible with other development, which is or may be developed in the vicinity in accordance with the zoning for the vicinity without regard to special permit."

ARTICLE 31: It was voted:

(a) That the care, custody, management and control of a portion of the property now occupied by the Cameron School be transferred to the Conservation Commission, the portion being transferred being located along the shore of Forge Pond and shown as Parcel "A" on a plan entitled "Parcel Plan for Cameron School and Related Lane", dated May 11, 1991, a copy of which is attached and incorporated herewith as Exhibit "A"; and that care, custody, management and control of the balance of said parcel. shown as Parcel "B" on the parcel plan and including, specifically, the school building thereon, be transferred to the Council On Aging.

(b) That the care, custody, management and control of the property now occupied by the Frost School be transferred to the Roudenbush Community Center Committee.

The forgoing transfers of the Frost School and Cameron School properties are to be effective upon filing with the Town Clerk of a certificate of the School Committee setting forth that said committee has determined that said properties are no longer needed for school purposes; and

(c) that the Selectmen be and they hereby are authorized to sell and convey the Tadmuck Club property on Boston Rd., being the premises given to the Town by the Tadmuck Club Incorporated by deed dated October 13, 1983, recorded with the Middlesex North Registry of Deeds, Book 2681, Page 228, for such price and upon such terms as the Selectmen in their discretion shall determine to be in the best interests of the Town.

(Finance Committee Disapproved)

ARTICLE 33: It failed for the lack of a majority that the unborrowed balance of debt authorized under Article 24 of the Adjourned Annual Town Meeting, May 11, 1986 be and is hereby rescinded.

(Finance Committee Approved)

It was voted to adjourn the Annual Town Meeting at 5:20 PM, to be reconvened Monday, May 13, 1991 at 7:30 PM at the Abbot Middle School.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

TOWN OF WESTFORD
SPECIAL TOWN MEETING
MAY 11, 1991

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town Affairs, held at Abbot Middle School on Saturday, May 11, 1991, called to commence at 2:00 PM, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. A quorum was present.

Before the opening of the Meeting, the following proclamation was read:

WHEREAS: The preservation and conservation of Westford's natural resources, including open space, wildlife habitat, wetlands and other critical natural systems, has represented an important goal for the Town of Westford; and

WHEREAS: The furtherance of this goal has contributed greatly our living environment and the overall quality of life which we enjoy as a community; and

WHEREAS: Richard, Emmet, as a Selectmen from 1977 to 1983 and as a member of the Conservation Commission from 1984 until 1990, and through participation in numerous special and ad hoc planning committees, has contributed greatly to meeting these goals; and

WHEREAS: Richard Emmet, in addition to the direct services provided the Westford community as a Town official, has matched this commitment to conservation with personal contributions of real estate and conservation easements, professional services, and many other valuable contributions; and

NOW, THEREFOR, We, the Board of Selectmen, on behalf of the citizens of the Town of Westford, do hereby express our appreciation of Richard Emmet and we urge Westford residents to likewise express their appreciaition of the contributions he has made to the Westford community. To which we set our hands and seal this eleventh day of May, 1991, A.D.

After the reading of the Proclamation, Mr. Richard Emmet received a standing ovation.

ARTICLE 1: It was voted unanimously that the Town transfer the sum of $2,000.00 dollars from Acct. # 2200.37, Fire Fighter Wages Account for the purpose of contributing to the Greater Lowell Hazardous Materials Control Project in Fiscal Year 1991.

(Finance Committee Approved)

ARTICLE 2: It was voted unanimously that the sum of $98,700.00 dollars be raised and appropriated for the purpose of replacing and/or making extraordinary repairs the Westford Academy Building, specifically to the smoke stack of said building, and to meet said appropriation, that the Treasurer, with the approval of the Selectmen, is hereby authorized to borrow the sum of $98,700.00 under and pursuant to Chapter 44, Section 7 of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds and notes therefor. (Finance Committee Approved)

ARTICLE 3: It was voted unanimously that Article 3 be dismissed.

ARTICLE 4: It was voted unanimously that the action taken under Article 3 of the Special Town Meeting of October 2, 1990 relating to the release of interest in land at the terminus of Canal St. be and is hereby rescinded.

ARTICLE 5: It was voted unanimously that the Town transfer the following sums of money from the following accounts to the respective accounts listed below for the operation and maintenance of Town Departments for the fiscal year ending June 30, 1991:

FROM ACCOUNT	TO ACCOUNT	AMOUNT
Assessors CLT Software Sppt.	Accum. Sick Leave Acct.	$9,432
Town Manager Salary Acct.	Town Hall Expense	3,400
Town Manager Salary Acct.	Grounds/Field Maint. Acct.	615
Town Manager Salary Acct.	Selectmen Expense Acct.	500

(Finance Committee Approved)

ARTICLE 6: It was voted that the Town increase the fees established under the Town By-Laws for the Sealer of Weights and Measures as follows:

Increase the fee provided in Section 20-2 of the Town Code for gasoline pumps to $10.00 per pump meter tested.
(Finance Committee Approved)

ARTICLE 7: It was voted that the Town increase the penalties for violations of the Town's Dog Control and Leash By-Law from $5.00, $10.00 and $25.00 for the first, second and subsequent offenses, respectively to $10.00, $25.00 and $50.00, respectively.
(Finance Committee Approved)

It was voted to adjourn the Special Town Meeting at 2:20 P.M.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

ADJOURNED ANNUAL TOWN MEETING
MAY 13, 1991

At a legal meeting of the inhabitants of the Town of Westford, qualified by law, to vote in Town affairs, held at Abbot Middle School, on Monday, May 13, 1991, the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors.

Willliam Kavanagh, Town Moderator, called the meeting to order at 7:30 PM.

It was voted to adopt the following resolution presented by Judy Culver:

Resolved, In recognition of the continuing Fiscal Crisis and the divisiveness that it is causing, and to understand the Local Government needs of all of Westford's Citizens, that the Board of Selectmen is requested to appoint a commission which will develop a vision statement for the Town which will define Westford's character and the values and priorities that its diverse population groups place upon Town services; this commission should be representative of Westford's citizenry, should be appointed by June 30, 1991, and should deliver a report to the Board of Selectmen by November 1, 1991 which will be a framework for the Town's future budget deliberations.

ARTICLE 6: It was voted unanimously that the Town accept Chapter 291 of the Acts of 1990 relative to installation of Enhanced 911 Emergency Services and that the Town Clerk be and is hereby authorized to notify the Secretary of State of the Commonwealth of said acceptance on or before December 11, 1991.

ARTICLE 7: It was voted unanimously that the Town accept Sleigh Road as a Public Way in Westford in accordance with the layout approved by the Board of Selectmen.

ARTICLE 8: It was voted that Orchard Street Extension be accepted as a Public Way in Westford in accordance with the layout approved by the Board of Selectmen.

ARTICLE 9: It was voted that the Town accept the following approved subdivision ways as Public Ways in Westford, in accordance with the layouts approved by the Board of Selectmen and placed on file with the Town Clerk:

Village View Road
Jessica Circle
Park View Circle

ARTICLE 10: It was voted unanimously that the Town accept Willow Road as and for a Public Way in Westford, as laid out by the Board of Selectmen and as shown by their report and plans duly filed with the Town Clerk; said way to be known as Willow Road; that the sum of $40,000 be raised and appropriated for the improvement of said way; that betterments to the extent of 75% be an assessment against the owners of the abutting estates; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of $40,000 and to issue and sell, at one time or from time to time in two or more issues, serial bonds or notes of the town, aggregation $40,000 in principal amount and that each issue of said bonds and notes shall be issued and sold in accordance with the applicable provisions of the Mass. General Laws, shall be in such form, shall bear such rates of interest, and shall mature at such times as the Treasurer, with the approval of the Selectmen, shall determine, but each of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof.

ARTICLE 12: It was voted unanimously that the Town amend its Financial Affair By-Law, Chapter 22 of the Code of the Town of Westford, by adding the following sentence at the end of Section 22-1:

> In addition to the seven regular members of the Finance Committee, the Town Moderator may, at his discretion, appoint not more that two (2) alternate members, who my vote in the absence of a regular member,

ARTICLE 13: It was voted that the Town establish a Regional School District Planning Committee in accordance with Chapter 71, Section 14 of the General Laws, said committee to consist of three (3) members, including one member of the Westford School Committee, to be appointed by the Town Moderator.

ARTICLE 14: It was defeated that the Town accept the provisions of Chapter 71, Section 71F of the General Laws which allows for the deposit of nonresident student tuition payments and state reimbursements for foster care to be deposited with the Town Treasurer in a separate revolving account to be expended by the School Committee without further appropriation.

ARTICLE 15: It was voted to dismiss this Article.

ARTICLE 16: It was defeated that the Town adopt the following By-Law:

HUNTING BY-LAW

Section 1. In the interest of Pulic Safety, hunting is prohibited in the Town of Westford,

Section 2. Any person violating any of the provisions of this by-law shall be deemed guilty of a misdemeanor and upon conviction therof shall be fined $100.00 for a first offense, $200.00 for the second offense, $300.00 for the third and subsequent offense.

ARTICLE 17: It was voted that the Town appropriate the sum of $3,195.00 from Fund Balance - Reserved for Appropriation Wetland Protection fees pursuant to Chapter 287, Section 54 of the Acts of 1989 for consulting services related to wetlands protection.

ARTICLE 18: It was voted that the Town accept the provisions of General Laws Chapter 59, Section 57C, as enacted by Chapter 653, Section 41 of the Acts of 1989, effective July 1, 1991 relative to implementation of quarterly tax bills in Westford.

ARTICLE 22: It as voted that the Town amend its non-zoning Wetlands Protection By-Law as follows:

1. Amend Section 2, Jurisdiction, by replacing it with the following. The changes are underlined.

   Section 2: Jurisdiction

   Except as permitedd by the Conservation Commission or as provided by this by-law, no person shall remove, fill, dredge, alter, or build upon or within one hundred feet of any bank, fresh water wetland, flat, marsh, wet meadow, bog, swamp, <u>vernal pool</u>, or beach; upon or within one hundred feet of any brook, stream, pond or lake, or upon or within one hundred feet of any land under said waters or within one hundred feet of the 100-year floodline as determined under the Federal Emergency Management Agency (FEMA).

2. Amend Section 8, Definitions, by adding the following new paragraph to the end:

   "Vernal Pool": shall be defined as a vernal pool certified by the Massachusetts Natural Heritage and Endangered Species Program.

ARTICLE 23: It was voted to dismiss this Article.

ARTICLE 24: It was voted unanimously that the Town amend its Zoning Bylaw, as set forth below:

Amend Section 1.5 "Definitions" of that Bylaw, by:

1.) amending the Definition of LOT LINE, FRONT, by deleting the definition as it currently reads and replacing it with the following: "LOT LINE, FRONT - The property line dividing a lot from a street or right-of-way over which line there is vehicular access to the building(s) on the lot. Vehicular access may be provided over another lot line if, in the opinion of the Building Commissioner such access will better fulfill the purposes of this Bylaw and the "Curb Cuts and Driveways" General Bylaw of the Town of Westford"; and

2.) adding the following definition for COMMON DRIVEWAY: "COMMON DRIVEWAY" - a driveway providing access to three or more separate lots. Common Driveway serving three or more lots shall be built as per the standards for new roadway construction as outlined in the Planning Board's rules and Regulations", and

Amend Section 3.3 "Table of Use Regulations - Accessory Uses" by adding the following Number 17, Common Driveways, indication that a Special Permit from the Planning Board is required for such driveways in all zoning districts:

"17. Common Driveways

RM	RA	RB	B	CH	IH	IA	IB	IC	ID	BL
SPB	SPB	SPB	SPB	SPB	SPB	SPB	SPB	SPB	SPB	SPB

ARTICLE 25: It was voted unanimously that the Town amend its Zoning Bylaw as set forth below:

Amend Section 1.5 "Definitions" of that Bylaw by:

1.) Amending the definition of "STRUCTURE" by deleting the words "retaining wall", "sign", and "fence", and adding the following language after the word "bin": "playhouse, greenhouse, tool shed, swimming pool, tennis court or basketball court or the like, but excepting: (i) free-standing fences not accessory to tennis courts, swimming pools, basketball courts, or the like, and (ii) movable buildings (e.g. tool sheds, playhouses) containing no more that one hundred (100) square feet of gross floor area."

ARTICLE 26: It was voted to dismiss this Article.

ARTICLE 27: It was voted to dismiss this Article.

ARTICLE 28: It was voted to dismiss this Article.

ARTICLE 29: It was voted 182 Yes and 2 No that the Town amend its Zoning By-Law, as set forth below:

Amend Section 4.4. (Dimensional, Density and Buffer Regulations for CH, IH, IC, ID and BL districts) by deleting Section 4.4.7 in its entirety; and

Amend Section 5.3 (Site Plan Review) be adding the following language to Section 5.3.4: "The Planning Board may allow multiple buildings on a lot in a CH or IH district by either approval of a site plan under Section 5.3 or by referring the applicant to section 5.2 of this By-Law."

ARTICLE 30: It was voted to dismiss this Article.

ARTICLE 32: It was voted unanimously that the Town accept the renumbering and codification of the Westford Zoning By-Law from the original numbering, arrangement, sequence and captions to the new Town Code prepared by General Code Publishing, as shown in a copy on file in the Office of the Town Clerk; said code being a compilation of the current Zoning By-Law and having, in the opinion of Town Counsel, no substantive changes in the text thereof.

ARTICLE 34: It was voted unanimously that the Town appropriate the sum of $124,000 from the Town's Stabilization Fund, to be deducted by the Board of Assessors, under the provisions of Chapter 59, Section 53 of the General Laws, as most recently amended, from the amount required to be raised by them for Fiscal Year 1992, contingent upon the approval of the State's Emergency Finance Board.

ARTICLE 35: It was voted that the Town appropriate the sum of $44,750 from the Stabilization Fund to provide funds for the triennial revaluation program under the direction of the Board of Assessors.

ARTICLE 36: It was voted to dismiss this Article.

ARTICLE 37: It was voted unanimously that the Town appropriate from the unexpended and unencumbered fund totaling $152,106:

Hadley, Edwards, Trails End, Wilson Roads	$26,655.57
School Language Lab	5,833.02
Robinson School Addition Account	28,776.78
Day Middle School Roof Account	2,520.91
Abbot Middle School Roof Account	27,111.89
School Bleachers Account	6,633.00
Minot's Corner Signals Construction Account	54,574.83
TOTAL	$152,106.00

for various equipment outlays as follows:

Police Department Cruisers	$59,510.00
Police Department Firearms	14,675.00
Police Department Dispatcher Recorder	5,735.00
Fire Department Scott Air Packs	3,000.00
Fire Department Hose Replacement	3,000.00
Fire Department Pager Replacement	4,000.00
Highway Department Loader	43,186.00
Engineer Design to repair River St. Bridge/Stoney Brk	19,000.00
TOTAL	$152,106.00

ARTICLE 38: It was voted to dismiss this Article.

ARTICLE 39: It was voted unanimously that the Town transfer care, custody, control and management of the so-called Edwards Parcel, consisting of approximately 40 acres at the intersection of Forrest Road and Tyngsboro Road (Assessor's Map No. 45, Parcel 99) from the Tax Possession Committee to the Board of Selectmen.

ARTICLE 40: It was voted to dismiss this Article.

Voted to dissolve the meeting.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

TOWN OF WESTFORD
SPECIAL TOWN MEETING - OCTOBER 3, 1991
(Adjourned from September 19, 1991)

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Westford Academy, on Thursday, October 3, 1991, called to commence at 7:30 PM, the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors. The attendance was 1,592 (a quorum of 193 was needed).

William Kavanagh, Town Moderator, called the meeting to order at 7:30 PM.

James L. Healy, Jr., Chairman of the Board of Selectmen, who has been ill, was welcomed to Town Meeting with a standing ovation.

ARTICLE 1: Motion was defeated to dismiss this article.

It was defeated, by lack of a majority, that the Town reject the School Teachers Summer Pay Deferral provisions contained in Sections 228-231 of Chapter 138 of the Acts of 1991 as it relates to the Town of Westford for Fiscal Year 1992. (Advisory vote)

ARTICLE 2: It was voted that the Town reduce by the sum of $48,000.00 dollars voted under Article 4 of the Annual Town Meeting held May 11, 1991 to Acct. No. 9140.40 Group Health Insurance for the Fiscal Year ending June 30, 1992.

ARTICLE 3: It was defeated, by the lack of a majority, that the Town reduce by the sum of $245,000.00 the appropriation voted under Article 4 of the Annual Town Meeting held May 11, 1991 to Account 3050.40, School Department Operation and Maintenance for the fiscal year ending June 30, 1992. (Finance Committee Approved)

ARTICLE 4: It was defeated, by the lack of a majority, that the Town reduce the sums listed below, the appropriations voted under Article 4 of the Annual Town Meeting held May 11, 1991 to the following accounts for fiscal year 1992:

Acct. #	Account	Amount
3050.40	School Deparment	$ 630,000
2200.37	Fire Department Wages	44,664
4200.21	Highway Wages	102,563
4400.40	Parks Expense	5,000
4225.40	Drainage	5,000
4200.40	Operating Expenses - Highway	2,000
4220.40	Road Maintenance and Materials	10,000

4220.40	Machinery and Equipment	3,000
3110.40	Nashoba Valley Technical High School	9,620
6730.13	Roudenbush Community Center Director Salary	3,433
6730.16	Roudenbush Comm. Cntr. Custodian Salary	1,238
2101.23	Police Officer Wages	16,511
2100.40	Police Operating Expenses	1,250
6100.27	Senior Librarian	2,826
6100.28	Library Tech. Wages	43,075
6100.16	Custodian Wages	1,894
6100.38	Library Pages	2,002
6100.40	Operating Expenses - Library	25,203

(Finance Committee Approved)

ARTICLE 6: It was voted unanimously that the Town appropriate the sum of $238,321 dollars from the proceeds of the state's gasoline tax to be distributed to the Town of Westford by the Commonwealth of Massachusetts under Chapter 33 of the Acts of 1991 for the construction and/or improvement of the following Town roads in Westford: West Prescott Street, Concord Road and a section of Acton Road. (Finance Committee Approved)

ARTICLE 7: It was voted unanimously that the Town raise and appropriate from any available funds, the sum of $19,436.00 for the purpose of paying certain unpaid bills from the fiscal year which ended on June 30, 1991, as follows:

State St. Bank, Trustee for Mass. Refusetech, Inc.	$ 19,036.00
Cemetery Superintendent, Uniform Allowance	400.00

(Finance Committee Approved)

ARTICLE 8: It was voted unanimously that the Town appropriate from Fund Balance - Minot's Corner Construction Account the sum of $12,250.00 to repair the roof of the Westford Museum Building on Boston Road. (Finance Committee Approved)

ARTICLE 9: It was voted that the Town appropriate the sum of $30,500 from Fund Balance - Water Department Surplus for the purpose of new construction, extraordinary maintenance and/or repairs at the following locations:

Graniteville Rd/Cold Spring Rd	$ 5,500
Oak St and Chestnut St	10,000
West St to the New Middle School	15,000

(Finance Committee Approved)

ARTICLE 10: It was voted to Table this article.

ARTICLE 11: It was voted that the Board of Selectmen be and hereby are authorized in the name and on behalf of the Town, to convey to the Roman Catholic Archbishop of Boston (ie., St. Catherine's Parish) whatever right, title and interest the Town possesses in a portion of the former Redline railroad right of way, adjacent to St. Catherine's Church; said parcel containing 9,651 square feet and shown on a plan as Parcel C entitled "Plan of Land, West St., Westford, MA.", prepared by H-Star Engineering, Inc., dated September 17, 1991; said conveyance to be conditioned upon the grant of an easement by the Roman Catholic Archbishop of Boston to the Town satisfactory to the Board of Selectmen and upon such other terms and conditions as the Selectmen shall determine.

(Finance Committee Approved)

ARTICLE 12: It was voted unanimously that the Town accept the provisions of Chapter 55 of the Acts of 1984 (General Laws, Chapter 60, Section 106), which provides that any property tax bill not in excess of $25.00 shall be due and payable in a single payment.

(Finance Committee Approved)

ARTICLE 13: It was voted that the Town Meeting hereby advises the Board of Selectmen that it should hereafter refuse to grant permission of any kind to individuals wishing to discharge firearms in the course of hunting on certain parcels of Town owned land.

It was voted to adjourn the meeting at 10:15 PM

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

TOWN OF WESTFORD
SPECIAL TOWN MEETING

NOVEMBER 21, 1991

At a legal meeting of the inhabitants of the Town of Westford, qualified by law, to vote in Town affairs, held at Abbot Middle School, on Thursday, November 21, 1991, the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors. The attendance was 203. (A quorum of 193 was needed).

William Kavanagh, Town Moderator, called the meeting to order at 8:20 PM.

ARTICLE 1: It was voted unanimously that the Town transfer the following sums between the respective line item accounts listed below for Fiscal year 1992:

FROM:	Acct. No. 2101.23, Police Dept. Wages	
TO:	Acct. No. 9141.40, Comp. Insur. Acct.	$ 24,511
FROM:	Acct. No. 2100.40, Police Dept. Operating Exp.	
TO:	Acct. No. 4310.40, Solid Waste Disposal Acct.	$ 2,500
FROM:	Acct. No. 2101.31, Police Shift Differential	
TO:	Acct. No. 4310.40, Solid Waste Disposal Acct.	$ 5,000
FROM:	Acct. No. 2101.33, Police Court Time	
TO:	Acct. No. 4310.40, Solid Waste Disposal Acct.	$ 10,000
FROM:	Acct. No. 2100.81, Drug Grant Match Account	
TO:	Acct. No. 4310.40, Solid Waste Disposal Acct.	$ 3,750
FROM:	Acct. No. 1450.40, Treas/Collector Expense	
TO:	Acct. No. 1330.40, Finance Dir. Clerical Wage Acct.	$ 400

FROM:	Acct. No. 1450.40, Treas/Collector Expense	
TO:	Acct. No. 1450.15, Treas/Collector Clerical Wages	$ 1,500
FROM:	Acct. No. 9130.40, Unemployment Insurance	
TO:	Acct. No. 2410.15, Inspection Dept. Wages	$ 6,930
FROM:	Minot's Corner Constr. Acct.	
TO:	School Dept. Language Lab Acct.	$ 995

ARTICLE 2: It was voted unanimously that the Town reduce by the following amounts, the appropriations voted under Article 4 of the Annual Town Meeting held May 11, 1991 to the following accounts:

Acct. No. 4200.21 Highway Department Wages	$ 50,000
Acct. No. 3110.40, Nashoba Tech High School Assessment	$ 9,619
Acct. No. 6730.13, Roudenbush Director Salary	$ 3,433
Acct. No. 6730.16, Roudenbush Custodian Wages	$ 1,238
Acct. No. 9130.40, Unemployment Insurance Account	$ 20,000

ARTICLE 3: It was voted unanimously and with a standing ovation that the Town raise and appropriate the sum of $9,623.00 to Fire Fighter Wages, Account No. 220.37 representing the amount required to fund for fiscal year 1992 under the collective bargaining agreement entered into by the Board of Selectmen with the International Asssociation of Fire Fighters under Chapter 150E of the General Laws.

ARTICLE 4: It was voted unanimously that the Town transfer from the following available funds the sums listed below, to be deducted by the Board of Assessors under the provisions of Chapter 59, Section 53 of the General Laws, as amended, from the amount required to be raised by them for Fiscal Year 1992:

Overlay Surplus Account	$ 40,000
Free Cash	$ 127,511
Sale of Cemetery Lots (Offsetting direct costs of maintaining Cemeteries)	$ 5,700

Cemetery Trust Fund (Offsetting direct costs of Maintaining Cemeteries)	$ 11,000
Recreation Revolving Fund	$ 4,000
Whitney Playground Trust (Offsetting direct costs of maintaining the Whitney Playground)	$ 3,000
Stabilization Fund	$ 21,892

ARTICLE 5: It was voted unanimously that the Town amend its bylaws relative to the scheduling of Special Town Meetings, specifically, Section 51-4 in the Code of the Town of Westford, Conduct of Special Town Meetings to read:

Special Town Meetings may be called on any day not earlier than 7:30 PM, except that on a Saturday a Speical Town Meeting may be called at any time determined by the Board of Selectmen to be in the public interest and convenieince.

ARTICLE 6: It was voted unanimously to dismiss this Article. (Sign ByLaw).

It was voted unanimously to adjourn the Special Town Meeting at 8:50 PM.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

REPORT OF THE BOARD OF ASSESSORS

YEAR'S ACTIVITIES

This past year the Board decided to update the valuations of all properties in Westford. The substantial drop in real estate values experienced by the entire New England region affected us as much as anyone else, resulting in about a 20% drop over the past two years. As a result, we felt that it would be neither fair to property owners nor defensible legally to delay adjusting values to match the market. The triennial certification of our values by the Department of Revenue will be accomplished next year.

The Assessors Office experienced an unfortunate computer crash in December 1991, just as we were preparing for the end-of-year tax bill, the first actual bill in the quarterly series. The failure caused the apparent loss of all our property data files stored on the computer due to incorrect backing up of the system. It was therefore necessary to issue a third preliminary tax bill, based on the amount of tax which was due last year. We have been able to update the tax file to allow actual bills to be issued in March 1992 by optically scanning previously printed data. As of this date this report was prepared, it seems that most of the data will be salvageable. We are still in the process of putting the data back together.

Rod Young was re-elected to the Board.

STATISTICS

Chapter 61/61A/61B. On January 1, 1991, there were 61 parcels containing 2,046 acres under the forestry, agricultural/horticultural and recreational land tax incentive provisions of the Massachusetts General Laws. In 1990 there were 63 parcels containing 2,092 acres under these provisions.

Exemptions. In fiscal year 1991 we granted 248 statutory exemptions from property taxes (veterans, elderly, blind, etc.) worth $80,423. In fiscal 1990, 233 exemptions for a total of $70,488.

Abatements. Since we were not able to issue actual tax bills in 1991, there were no abatements granted. Applications for abatements cannot be made until the first actual tax bill for the year is issued.

The complete new valuation data had been printed out before the computer failure, and copies of this data are available at the Assessors' Office and in the Library.

We welcome your suggestions as to what other data you might like to see in the Library or in future Town Reports.

Respectfully submitted by:

Rodney G. Young, Chairman
David C. Stusse
Kevin A. Burke

FY 92 TAX RATE COMPUTATION

A.	Amount To Be Raised:		
	1. Appropriated		$ 21,244,605
	2. Debt and Interest		3,025,439
	3. Offsets		29,112
	4. State and County Charges		90,063
	5. Overlay Reserve		138,972
			$24,528,191
B.	Estimated Receipts and Revenue:		
	1. State Aid		$3,894,403
	2. Local Receipts		3,627,300
	3. Sources to Reduce Tax Rate		209,592
	4. Available Funds		654,635
	5. Free Cash to Reduce Tax Rate		127,511
			$8,513,441
C.	Amount To Be Raised by Taxation		$16,014,750
D.	Valuation:		
	1. Real Property	$1,328,673,500	
	2. Personal Property	20,505,100	
		$1,349,178,600	

E. Tax Rate = ($16,014,750 /$1,349,178,600) x (1,000) = $ 11.87

PROPERTY ASSESSMENT CHANGE LIST

	1 JAN 90	1 JAN 91	NET DIFFERENCE
Real Property	$1,521,790,100	$1,328,673,500	($193,116,600)
Personal Property	20,418,800	20,505,100	86,300
	$1,542,208,900	$1,349,178,600	($193,030,300)

Source of Difference:	
New Construct./Addns./Alterations	$22,576,400
Subdivision Parcels and Condominiums	1,200,000
Personal Property	796,100
Valuation Adjustments (Abatements)	(4,712,500)
Interim Year Valuation Adjustment	(212,890,300)
	($193,030,300

PROFILE OF TAXABLE REAL PROPERTY - LAND USE (1 JAN 91)

	USE	ACREAGE		TOTAL VALUE	
1.	Residential:				
	A. Single Family	5,002	33.5%	$910,504,000	68.5%
	B. Multi Family	193	1.3%	$38,177,300	2.9%
	C. Condominiums	369	2.5%	$53,390,500	4.0%
	D. Vacant Land	3,050	20.4%	$46,131,300	3.5%
2.	Open Space:	796	5.3%	$8,733,600	0.7%
3.	Commercial:	685	4.6%	$113,109,700	8.5%
4.	Industrial:	1793	12.0%	$119,526,500	9.0%
5.	Forestry/Agricultural/ Recreation	1,985	13.3%	$7,283,300	0.5%
6.	Mixed Use:				
	A. Comm. & Indust.	378	2.5%	9,752,900	0.7%
	B. Open Space and Residential	680	4.6%	22,064,400	1.7%
		14,931	100.0%	$1,328,673,500	100.0%

PROFILE OF TAX-EXEMPT REAL PROPERTY - LAND USE (1 JAN 91)

	USE	ACREAGE		TOTAL VALUE	
1.	Town of Westford:	1,965	63.8%	$56,289,500	69.7%
2.	Educational Organizations:	660	21.4%	7,683,600	9.5%
3.	Charitable Organizations:	410	13.3%	6,451,600	8.0%
4.	Churches:	27	0.9%	5,377,500	6.7%
5.	Comm. of Mass.	12	0.4%	344,800	0.4%
6.	Housing Authority:	7	0.2%	4,592,200	5.7%
		3,081	100.0%	$80,739,200	100.0%

TREASURER'S REPORT
JULY 1, 1990 - JUNE 30, 1991

Cash Balance 6-30-90	3,263,010.94	
Total Receipts 6-30-91	47,089,253.62	50,352,264.56
Total Payments 6-30-91	38,157,227.82	
Balance on Hand 6-30-91	12,195,036.74	50,352,264.56

Paula Brule
Treasurer/Collector

TRUST FUNDS
JULY 1, 1990 - JUNE 30, 1991

TRUST FUND	PRIN.	INT AS OF 6-30-90	INT REC 6-30-91	WITHDRAWALS as of 6-30-91	BALANCE 6-30-91
Perpetual Care	167,825.09	7,696.72	10,697.10	(5,200.00)	181,018.91
Charles Colburn	1,500.00	701.25	218.23		2,419.48
Wm Wright Cemetery	5,000.00	5,131.48	718.52		10,850.00
Lyman Wilkins	1,413.11	1,845.23	231.06		3,489.40
J. Herbert Fletcher	500.00	802.24	92.34		1,394.58
Alonza Reed	1,500.00	2,404.00	309.13	265.00	3,948.13
Metcalf & Soldiers	1,300.00	6,763.11	571.81		8,634.92
Book Fund	13,000.00	3,265.94	861.16	8,146.19	8,980.91
Lecture Fund	30,000.00		1,414.07	550.00	30,864.07
All Purpose Fund	11,413.58	827.69	3,042.93	1,301.92	13,982.28
Library Trustee Fnd	30,925.95		14,541.23	163.62	45,303.56
JV Library Trust	59,908.93	1,494.60	3,784.38	8,536.19	56,651.72
Rainville Education	5,000.00	920.74	416.56	500.00	5,837.30
Conservation Fund	122,873.73	156,174.21	12,475.84	103,464.54	188,059.24
Whitney Shade Tree	2,500.00	8,725.66	796.12		12,021.78
Whitney Playground	10,000.00	23,313.57	2,308.95	3,962.78	31,659.74
	464,660.39	220,066.44	52,479.43	132,090.24	605,116.02

PRINCIPAL AND INTEREST ON LOANS
JULY 1, 1990 - JUNE 30, 1991

ATE	PROJECT	PRINCIPAL	PRIN & INT 6-30-90	PRIN & INT PAID THRU 6-30-91	BALANCE
0-15-90	Blanchard Mid School	14,350,000.00			14,350,000.00
				508,918.75	10,358,006.25
-10-90	Bleachers	95,000.00		25,000.00	70,000.00
				6,501.56	9,252.19
-1-90	Robinson	200,000.00		40,000.00	160,000.00
				13,180.56	26,389.99
-1-90	School Roofs	215,000.00		43,000.00	172,000.00
				14,169.10	28,369.25
1-3-88	School Architectual & Engineering	420,000.00	84,000.00	84,000.00	252,000.00
			26,614.58	21,291.67	31,966.67
0-26-87	School Roofs	244,400.00	100,000.00	50,000.00	94,400.00
			29,853.41	9,809.17	9,437.02
3-8-86	School Boiler	106,000.00	63,600.00	21,200.00	21,200.00
			12,896.67	2,149.44	1,074.72
3-7-85	School Roof	200,000.00	160,000.00	40,000.00	0
			31,227.78	2,230.56	0
				303,200.00	15,119,600.00
				578,250.81	10,464,496.09
9-10-90	Water Equip.	41,800.00			41,800.00
					4,013.59
5-1-89	Pumping Sta.	300,000.00	60,000.00	60,000.00	180,000.00
			22,052.08	17,641.67	26,498.75
5-1-89	Water Corrosion	150,000.00	50,000.00	50,000.00	50,000.00
			10,645.83	7,097.22	3,558.33
6-15-83	Sparks Hill	485,000.00	350,000.00	50,000.00	85,000.00
			162,218.75	7,975.00	5,618.75
3-31-81	Howard Road	130,000.00	78,000.00	26,000.00	26,000.00
			15,834.72	2,636.11	1,321.67
10-30-81	Water Study	110,000.00	73,400.00	36,600.00	0
			13,023.50	2,597.58	0
				222,600.00	382,800.00
				37,947.58	41,011.09

PRINCIPAL AND INTEREST ON LOANS
JULY 1, 1990 - JUNE 30, 1991

DATE	PROJECT	PRINCIPAL	PRIN & INT 6-30-89	PRIN & INT PAID THRU 6-30-90	BALANCE
7-13-90	Slifer Land	160,000.00			160,000.00
				5,440.00	25,840.00
4-29-91	Gas Clean Up	75,000.00			75,000.00
					9,750.00
10-20-89	Drew Land	200,000.00		40,000.00	160,000.00
			647.00	11,650.00	20,760.00
4-19-90	Traffic Lights	320,000.00		64,000.00	256,000.00
				21,088.89	42,224.00
10-26-89	Roud. Septic	35,800.00		35,800.00	0
				2,241.73	0
1-3-90	Fire Truck	135,000.00		27,000.00	108,000.00
				8,410.50	17,050.50
6-15-89	Landfill	1,100,000.00	110,000.00	110,000.00	880,000.00
			71,940.00	64,790.00	260,260.00
5-19-87	Library	2,280,000.00	480,000.00	150,000.00	1,650,000.00
			392,070.00	110,850.00	585,075.00
1-30-89	Street Betterments	219,500.00	74,000.00	74,000.00	71,500.00
			14,465.66	9,588.85	4,712.05
7-25-88	Computer	69,500.00	23,500.00	23,000.00	23,000.00
			1,429.58	2,798.33	4,179.50
7-21-88	Landfill	70,000.00	35,000.00	30,000.00	0
			4,258.33	2,129.17	0
10-8-87	Byrne Ave.	83,000.00	60,000.00	23,000.00	0
			7,139.50	1,207.50	0
				576,800.00	3,383,500.00
				240,194.97	716,933.05

Total Principal	1,102,600.00
Total Interest	856,392.73

TAX COLLECTOR'S REPORT
JULY 1, 1990 - JUNE 30, 1991

	COMM.	COLLECTIONS	ABATEMENTS	REFUNDS	TAX LIENS	TOTAL
BALANCE 1982 - 1985						
	132,350.40	3,330.24	53,248.47	20.25		75,791.94
1986						
RE	64,366.72					64,366.72
PP	3,826.81					3,826.81
EX	25,628.87	2,578.23		257.25		23,307.89
BT	230.98					230.98
1987						
RE	44,321.40	11,371.26	2,111.26			30,838.88
PP	2,665.06		1,420.15			1,244.91
EX	24,981.54	3,803.00	205.00	213.75		21,187.29
BT	15.00					15.00
1988						
RE	106,041.69	20,619.33			14,350.78	71,071.58
EX	19,601.40	3,094.21	10.00			16,497.19
PP	7,308.73		7,308.73			0
BT	386.00					386.00
1989						
RE	299,670.59	110,434.89		100.00	11,742.74	177,592.96
PP	2,955.13					2,955.13
EX	142,501.02	120,820.01	2,672.09	1,544.86		20,553.78
BT	285.00					285.00
1990						
RE	865,449.07	456,971.44	8,980.33	25,630.79	11,380.76	413,747.33
PP	12,729.66	1,280.63				11,449.03
EX	338,818.50	302,892.97		5,514.49		41,440.02
BT	915.00	333.00	10.00			572.00
1991						
RE	14,686,571.15	13,458,432.30	122,341.39	130,466.01		1,236,263.47
PP	198,062.36	188,647.93	3,524.98	91.18		5,980.63
EX	651,012.65	590,137.69	22,560.57	2,754.87		41,069.26
BT	3,515.00	1,706.00	748.00			1,061.00
	17,634,209.73	15,276,453.13	225,140.97	166,593.45	37,474.28	2,261,734.80

RE=Real Estate PP=Personal Property EX=Excise BT=Boat

REPORT OF THE BUILDING COMMISSIONER

PERMITS ISSUED	1,661
FEES COLLECTED IN 1991	$152,133
Dwellings	141
Additions	75
Renovations/Remodel	102
Antenna	1
Decks	47
Barns	3
Sheds	30
Woodstoves	26
Reroof	36
Siding	22
Garages	12
Demolitions	4
Pools	18
Signs	20
Commercial Renovations	19
Foundations	17
Farmstand	1
Tents	3
Use	1
Commercial Building	1
Communication Building	1
Chimney	1
Place of Assembly	14
Temporary Trailers	2
Plumbing Permits	296
Gas Permits	301
Electrical Permits	467

Respectfully submitted,

Leo T. Daly
Building Commissioner

REPORT OF FIRE DEPARTMENT CALLS 1991

Ambulance	687
Requests for ALS	165
Assistance	46
Appliance	13
Boiler Problem	13
Bomb Threat	1
Box Alarms:	
Trouble	182
False	70
Tests	342
Brush and Grass	34
Building	11
Car and Truck	24
Checkerboard Tests(Civil Defense)	3
Chimney	9
Complaints	9
Downed Wires	19
Electrical Problems	11
False (telephone)	27
Fire Drills Schools Recorded	73
Gas Grills	2
Gas Leak	4
Investigation (smoke)	31
Machinery	3
Non-Permit fires (illegal)	41
No School Signal	1
Oven	9
Power Outage	13
Railroad Ties	3
Rescue:	
Auto	2
Boat	2
Rubbish	11
Stations Manned (Hurricane)	1
Train Derailment	1
Washdown	9
Water Problem	40
Agricultural Burning Permits	7
Blasting Permits	32
Blasts Monitored	146
Domestic Burning Permits (brush only)	1427
Outside Cooking Permit	17
Fire Alarm Inspections:	
26F (resale/refinance)	260
26B (new construction)	168
Oiler Burner Inspections	31
Various Other Permits	224
Regional Haz-Mat Drills	4
Haz-Mat Incidents (Billerica/Wilmington)	2

MUTUAL AID

TO:	Carlisle.	1 (Fire Company)
		1 (Ambulance)
		1 (Ladder)
	Chelmsford.	1 (Fire Company)
	Groton.	3 (Fire Company)
	Littleton	2 (Ambulance)
		1 (Fire Company)
	Tyngsboro	1 (Fire Company)
FROM:	Med-Flight.	2 (Helicopter)

Respectfully submitted,

George P. Rogers
Fire Chief

WESTFORD BOARD OF HEALTH ANNUAL REPORT 1991

Following the Town Election in 1991, the Westford Board of Health voted to organize as follows:

Chairman:	Charles Colburn, M.D.
Vice Chairman:	Louis Ashley
Secretary:	Mike Ingalls
Members:	Jeff Johnston
	Edward McCusker

Edward McCusker was elected to the Board of Health in the May Town Election and will fill the spot vacated by Charles Menzie, who after many years of service to the Board, did not seek re-election.

The Board of Health is supported by the following positions:

Sanitarian/Health Agent
Director of Nursing Services
Administrative Secretary

The Board of Health is also supported by the following part-time positions:

Assistant Sanitarian
Pump and Well Inspector
Animal Inspector
Animal Bite Inspector
Stable Inspector
Substance Abuse Prevention Coordinator

In contrast to the dismal economy, the Town of Westford saw much activity and increased growth in 1991. There were, according to Building Department statistics, no less than 138 new housing starts between January 1, 1991 through December 31, 1991. The Board of Health was involved in the permitting and development of Railtree Hill, Carlisle Meadows, Francis Hill Estates, Woods Pond, Jarvis Estates, Fletcher Farms and Deerskin Estates subdivisions. A significant amount of time and effort was also spent in the review, evaluation and inspection of the construction of the Waste Water Treatment Plant for the new Middle School. An equal amount of time was spent on Hitchinpost Green, a 163 lot subdivision which will also be serviced by a Waste Water Treatment Plant.

Our food service inspection program, growing because of additional food service establishments, Burger King, Boston Chicken, D'Angelo's to name a few, continues to be successful. The residents of Westford can be confident that our food service establishments provide healthy and sanitary environments for all.

This year saw a steady rise in residents requesting nursing services. As a result of increased legislation regarding immunizations and lead testing, additional clinics were added to provide those services to the town. Working with other departments and school administration, educational programs and screenings were arranged for residents, town employees and school students promoting a preventative approach to public health. To keep the dental program in place, a nominal fee was charged to those using the services. A more detailed account and statistics follows in the Director of Nursing Services report.

All our efforts will continue as we approach the challenges of 1992.

FEES COLLECTED FOR THE YEAR ENDING DECEMBER 31, 1991

LOT TESTING	$14,250
SEPTIC PERMITS	14,200
HAULER & INSTALLERS LICENSES	3,400
FOOD SERVICE PERMITS	6,795
MILK LICENSES	20
FROZEN DESSERT LICENSE	10
BEACH AND POOL PERMITS	200
CAMPING/HOTEL/MOTEL PERMITS	200
STABLING & PIGGERY PERMITS	55
CHOLESTEROL SCREENINGS	1,446
IMMUNIZATIONS	745
LEAD TESTING	848
DENTAL SCREENINGS	800
TOTAL FEES TURNED OVER TO TREASURER	$42,969

Respectfully submitted for and by
the direction of the Westford Board of Health,

Kevin R. Johnston, R.S.
Health Agent/Sanitarian

DIRECTOR OF NURSING SERVICES/TOWN NURSE ANNUAL REPORT

The Westford Board of Health takes a proactive and preventative approach to public health. The number and quality of the educational programs offered through the Board of Health indicates our focus. We offered the following programs in 1991:

- Westford preschool children were taught fire safety.
- The providers of day care, preschool staffs, and parents of preschool children received instruction on child safety and infectious disease.
- All first graders participated in a nationally recognized anti-smoking program.
- Over 200 Westford Academy students learned how to perform breast and testicular self examination to detect cancer.
- Students at various levels, town employees, service organizations and Westford residents attended presentations on AIDS, drug awareness, cancer and self esteem.

Due to the spreading AIDS epidemic, we placed extra emphasis on attempts to prevent this terrible disease. In cooperation with the School Department, town administrators, day care providers, and preschool staffs, we are assisting with curriculum and policy development and planning inservice programs. In addition, we are planning AIDS educational programs for Westford residents.

Once again we received an increase in requests for clinics, immunizations and various other nursing services. We continue to provide as many disease prevention and health promotion services as possible within our 25 hour per week schedule. In cooperation with the Roudenbush Community Center, the Board of Health offered low cost mammograms, well child and adult maintenance clinics. Also, we provided a range of screenings including chiropractic spinals, cholesterol, skin cancer, lead poisoning and diabetes.

The Westford Board of Health hosted another successful Health Fair in conjunction with Apple Blossom Festival. Over 350 residents attended (see statistics on participation at the end of this report). We also provided a health fair for town employees in December. Over 250 town employees took advantage of the free screenings and services.

Thanks to the generosity of our area dentists, who donated funds, we were able to offer an excellent dental program, once again. Students in grades 2, 4 and 6 were offered cleanings, screenings and flouride treatments. Students in Kindergarten and grade 3 received screenings. We initiated a small fee so that we could continue this program (see statistics on participation following this report).

Barbara Estabrook, Substance Abuse Prevention Coordinator (a part-time position funded through June 30, 1991), provided several beneficial services and programs. She coordinated town-wide efforts to prevent substance abuse and served as a resource to organizations and individuals. She involved our high school students in an extensive survey to evaluate the extent of drug use among our high school students. Barbara also worked in developing a resource library,

educational programs for all segments of our population, and a keg fee at local liquor stores. She also attempted to increase parenting programs offered through the Roudenbush Community Center. Barbara's position was extended through a grant from Westford Against Substance Abuse (WASA).

As always, the Board of Health wishes to express our sincere appreciation to the many individuals, town departments, service organizations, local businesses, physicians, dentists, school nurses, Roudenbush Community Center and the Council on Aging, who volunteered time, expertise and financial support to assist us. Put simply, without you we could not provide our programs and services.

SUMMARY OF SERVICES

Well Child Clinic	61
Flu/Pneumonia Clinics	785
Tuberculosis Skin Testing	91
Immunizations (Polio, MMR, HIB, DPT, TD, Hep B)	158
Hypertension Screenings	915
Home Visits	56
Lead Screenings	202
Cholesterol Screenings	388
Mammogram Screenings	39
Diabetic Screenings	23
Skin Cancer Screenings	67
Chiropractic Screening	25
Weight Loss Program	461

COMMUNICABLE DISEASE

Salmonella	9
Giardia	4
Hepatitis B	1
Leigionnaires	2
Kawasaki	1
Chicken Pox	26
Viral Meningitis	4
Campylobacter	6

Resident Health Fair Statistics - Screening Participation

350 Attended - 43 Professionals or Groups Participated

Vision	101	Colo-rectal	48
Computerized Risk Appraisal	50	Dental	18
Tetanus Boosters	23	Body Fat Analysis	55
Anemia	80	Skin Cancer	58
Pulmonary Function	140	Ortho	8
Glaucoma	58	Chiropractic	25
Hearing	32	E.K.G.	29
Blood Chemistry	101	Diabetic	75
Blood Pressure	120		

School Dental Program

Grade K
283 Eligible
128 Participated
50 Referred

Grade 2
232 Eligible
72 Participated
70 Referred

Grade 3
218 Eligible
76 Participated
74 Referred

Grade 4
255 Eligible
67 Participated
55 Referred

Grade 6
201 Eligible
39 Participated
34 Referred

HIGHWAY DEPARTMENT

I am pleased to submit the Annual Report of the Highway Department.

The following work was done by the Highway Department during 1991 and 1992 as of February 12, 1992:

Snow and Ice Removal

In the snow and ice control program as of February 22, 1992, 3,515 tons of sand and 1,240 tons of salt were used on Town roads in the interest of public safety, and in an effort to maintain free flowing traffic.

The following are the major times the Highway Department was out for storms:

February 13, 1991	Light Snow	Salt/Sand
February 14, 1991	Snow 3.5"	Salt/Plow/Sand
February 19, 1991	Snow to Rain 2.5"	Salt/Sand
March 10, 1991	Light Snow	Sand
March 15, 1991	Light Snow	Sand
November 11, 1991	Sleet/Rain/Snow 2"	Salt/Sand
December 3, 4, 1991	Ice Storm	Salt/Sand/Plow
December 6, 1991	Snow 3"	Salt/Sand/Plow
December 16, 1991	Light Snow	Salt/Sand
December 17, 1991	Light Snow 2.5"	Salt/Sand/Plow
December 21, 1991	Light Snow/Ice	Salt/Sand
December 29, 1991	Freezing Rain	Salt/Sand
December 30, 1991	Light Snow	Salt/Sand
January 9, 1992	Light Snow/Ice	Salt/Sand
January 10, 1992	Ice Conditions	Salt/Sand
January 17, 1992	Light Snow	Salt/Sand
January 23, 1992	Sleet	Salt/Sand
February 4, 1992	Light Snow	Salt/Sand
February 8, 1992	Light Snow 1.5"	Salt/Sand

Town Roads

In the FY 1992, to the date of February 12, 1992, 1,347 tons of Bituminous Concrete and 515 tons of stone and gravel were used to repair and maintain Town Roads.

Regular maintenance and repair of Town Roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roads, repair of guard rails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all town gravel roads, installs berm and curbing cuts and clears trees from roadways during and after storms.

Drainage

The Highway Department installed catch basins and pipe on Brookside Road, installed a catch basin and leach line on Forge Village Road at Cold Spring Road, and installed two manholes and drainage lines on East Prescott Street.

Sidewalks

The sidewalk on North Main St. was rebuilt, approximately 435 feet.

Betterments

Willow Road was completed up to the point of finish paving, which will be put down in the spring.

Roads Resurfaced

The following streets were resurfaced with Bituminous Concrete or treated stone and asphalt:

Treated Stone		Bituminous Concrete	
Chamberlain Road from Lowell to Hunt	8,223 sq. yd.	Depot St.	3,600
Doris Road	1,715 sq. yd	Brookside Rd.	2,578
Francis Hill Rd.	3,156 sq. yd.	North St.	10,000
Heywood Rd.	3,000 sq. yd.	Pleasant St.	13,067
Hildreth St. from Concord to Monadnock	3,824 sq. yd.	E. Prscott St.	8,400
Emerson Rd.	2,086 sq. yd.		
JoJo Lane	1,195 sq. yd.		
Links Rd.	2,235 sq. yd.		
Lillian Rd.	4,260 sq. yd.		
Lucille Rd.	5,040 sq. yd.		
Lowell Rd.	17,600 sq. yd.		
Leland Rd.	7,364 sq. yd.		
Moore Rd.	4,734 sq. yd.		
Polly Rd.	7,013 sq. yd.		
Stoney Brook Rd.	8,042 sq. yd.		
Long Sought for Pond to Culvert	2,131 sq. yd.		
West St.	15,270 sq. yd.		

Respectfully Submitted
George W. Wyman
Superintendent of Streets

Richard J. Barrett
Superintendent of Streets

WESTFORD HOUSING AUTHORITY

The year 1991 marked the 20th anniversary of the establishment of the Westford Housing Authority. As mandated in our Charter of 1971, the Housing Authority continues to provide decent, safe and affordable rental housing for qualified elderly and families.

In the May Town Election, Ms. Carol Engel was elected to our Board of Commissioners. Carol took the place of Mr. Steve McKenna who chose not to run for re-election after serving a 5 year term. Mr. McKenna was involved in the development of the Sargent School Elderly/Family Housing Complex. The Board expresses their sincere appreciation for all his efforts.

At the annual restructuring meeting of the Housing Authority Board of Commissioners held in June, 1991, members were elected to the following positions:

Geoffrey D. Hall, Chairman
David R. Cote, State Appointee and Vice Chairman
Alfred W. Wilson, Treasurer
Carol Engel, Secretary
Robert Ferreira, Member

In March, the Criminal Offender Record Information (CORI) Act was passed by the State Legislature. This regulation gives local housing authorities access to criminal offender record information on all applicants for public housing. Housing Authorities can now use this information to screen out applicants whose presence in public housing will jeopardize the health, safety and security of other tenants. This regulation has been long awaited and is much appreciated by public housing agencies.

In June, the Housing Authority underwent a management review by the Executive Office of Communities and Development (EOCD), our regulatory agent. This review is performed every third year by the Department to check the Authority's management operation and maintenance systems for compliance with EOCD regulations. The Authority was found to be operating in accord with all regulations and was given a very favorable rating.

The Housing Authority also underwent a financial audit from the State Auditor's Office during September. The final report indicated that this Housing Authority has complied with the provisions of laws and regulations covering all areas reviewed.

Further financial restrictions have been placed on the operation of this Housing Authority by a State mandated additional 1.5% reduction in operating expenses for 1991/92. This resulted in an additional reduction of maintenance hours and a 10% administrative salary cutback. Housing Authority personnel were also subject to the State employee furlough program.

In addition to spending cutbacks, housing authorities throughout the Commonwealth were also required to return all Capital Reserve funds to the State's general fund. These monies would have been used for emergency capital repairs to our housing stock.

On the brighter side, prudent management of our operating reserve account allowed us to pruchase new stoves for the 48 units of our Tadmuck Road complex. These appliances replaced the original ranges purchased almost 20 years ago. Other modernization efforts included the patching and sealing of walkways and the repainting of six occupied apartments at Tadmuck Rd.

Eight elderly units were vacated, renovated and re-rented during 1991. In the past three years, we have completely renovated 38 of the 48 units at Tadmuck Rd. At the end of the year, we had four Westford residents and 13 out of Town applicants on our elderly waiting list.

Although the demand for elderly units seems to have stabilized, the need for affordable rental housing for families grows in leaps and bounds. At the end of 1991, we had over 40 families on our waiting list, half of whom currently reside in Westford. With only six units to offer we are unable to help these families.

As the financial problems of the State worsened, monies for affordable housing programs became totally unavailable. The Housing Authority then turned to the federal government as a posssible alternative. Although the Farmers Home Administration (FmHA) offers a program to meet Westford's needs, we must first find a suitable site and obtain funds for the required intitial tests and studies. Our focus for the coming year will be to obtain such a site.

As always, we wish to acknowledge and thank the many individuals, Veterans' groups and service organizations of Westford who have given so much of their time and resources to make the lives of our residents that much better. We would like to express a special thank you to the individuals who have donated American flags to fly over our housing complexes.

Respectfully Submitted,

Geoffrey D. Hall, Chairman
David R. Cote, Vice Chairman and State Appointee
Alfred W. Wilson, Treasurer
Carol Engel, Secretary
Robert Ferreirs, Member
Christine G. Pude, Executive Director

REPORT OF WESTFORD POLICE DEPARTMENT

ARRESTS	282
COMMITMENTS	8
PROTECTIVE CUSTODY	72
SUMMONSES	302

INCIDENTS INVESTIGATED

ACCIDENT, INDUSTRIAL	10
ACCIDENT, MV-FATAL	1
ACCIDENT, MV-INJURY	74
ACCIDENT, MV-NO INJURY	389
ACCIDENT, OTHER	1
ACCIDENT, TRAIN	1
ALARM, BURGLAR	960
AMBULANCE	179
ANIMAL BITE	13
ANIMAL CRUELTY	2
ANIMAL, STRAY	18
ANIMAL, VICIOUS	4
ANIMAL/MV COLLISION	53
ARSON	1
ASSAULT/AGGRAVATED-KNIFE	3
ASSAULT/AGGRAVATED-OTHER WEAPON	1
ASSAULT/SIMPLE	17
BANK ESCORT	5
BOMB THREAT	2
BREAKING & ENTERING, ATTEMPT	25
BREAKING & ENTERING, FORCED ENTRY	71
BREAKING & ENTERING, UNLAWFUL ENTRY	14
BREAKING & ENTERING, UNFOUNDED	1
BUILDING FOUND OPEN	88
BY-LAW VIOLATION, DOGS	43
BY-LAW VIOLATION, CARS	4
BY-LAW VIOLATION, OTHER	41
CHILD ABUSE	2
DISORDERLY CONDUCT	1
DISORDERLY PERSON, ANNOYING OPPOSITE SEX	3
DISORDERLY PERSON, THREATENING	9
DISTURBANCE	543
DISTURBING PEACE	1
DOMESTIC	87
DRUG OFFENSE-OTHER	3
DRUG OFFENSE-POSSESSION	8
DRUG SALE	1
FIRE-ALARM	110
FIRE-BUILDING	61
FIRE-MV	22
FIRE-OTHER	105
FIREARMS VIOLATIONS-CARRYING	1
FIREARMS VIOLATIONS-ILLEGAL DISCHARGE	41

FIREARMS VIOLATIONS-POSSESSING	1
FIRST RESPONDER CALL	309
FUNERAL ESCORT	11
GENERAL OFFENSE-FIREWORKS VIOLATIONS	19
GENERAL OFFENSE-MV ABANDONED	7
GENERAL OFFENSE-OTHER	2
GENERAL OFFENSE-RUBBISH DISPOSAL	29
GENERAL OFFENSE-TRESPASS	38
GENERAL SERVICE-LOCK OUT	447
GENERAL SERVICE-MESSAGE DELIVERY	44
GENERAL SERVICE-MOTORIST	8
GENERAL SERVICE-OTHER	230
GENERAL SERVICE-REMOVE ANIMAL	13
GENERAL SERVICE-TRANSPORTATION	46
HEALTH HAZARD	6
INJURY TO PROPERTY-PRIVATE	188
INJURY TO PROPERTY-PUBLIC	28
INVESTIGATION	13
LARCENY	202
LARCENY ATTEMPT	10
LARCENY BY CHECK	8
LARCENY FROM MV	81
LARCENY MV-AUTOMOBILE	25
LARCENY MV-OTHER	2
LARCENY MV-TRUCK	2
LIQUOR LAW VIOLATION-FALSE ID	1
LIQUOR LAW VIOLATION-ILLEGAL SALE	1
LIQUOR LAW VIOLATION-POSSESION	10
LOST CHILD	3
MISSING PERSON	14
MUTUAL AID CALL	42
MV CITATIONS	1120
MV DISABLED	446
MV VIOLATIONS	300
OFFICER WANTED	12
PRISONER TRANSPORT	50
PROPERTY FOUND	125
PROPERTY INSECURE	17
PROPERTY LOST	36
PROPERTY RECOVERED	57
PROWLER	45
REPOSSESSION	16
ROBBERY UNARMED	2
SAFETY HAZARD	138
SECURITY CHECK	57
SEX OFFENSE-INDECENT EXPOSURE	2
SEX OFFENSE-OTHER	1
STOLEN PROPERTY-POSSESSION	1
SUDDEN DEATH	4
SUICIDE	2
SUICIDE ATTEMPTS	3
SURVEILLANCE MV	44
SURVEILLANCE-PERSON	35
SUSPICIOUS MV	412

SUSPICIOUS PERSON	220
TELEPHONE HARASSMENT	105
TELEPHONE OBSCENITY	13
TRAFFIC CONTROL	1
TRAFFIC HAZARD	209
VIN CHECK	21

ANNUAL REPORT

PLANNING BOARD, 1991

As increases in world population are now affecting the entire global environment, likewise we in Westford are experiencing population growth and its associated environmental problems at an even faster rate. This is perhaps the most significant period of land use change in the history of this town. Substantial areas of forest and other open space are being irreversibly converted to human habitat. Most of these local changes come under review by the town through a process of Planning Board review. Under Massachusetts law the town does not have authority to deny development plans that conform with existing rules and regulations and zoning requirements; however, during the review process it is often possible to modify plans to accomodate some Town objectives.

Although a decline in the business economy was experienced in 1991, the land development process in Westford has continued at a high rate. Under subdivision control, 1 Preliminary Residential Subdivision Plan comprising 5 lots on 4.4 acres was approved. 1 Definitive Non-residential Subdivision Plan comprising 2 lots on 3 acres was approved. After careful review during the required public hearing process, 7 Definitive Plans for Residential subdivisions were approved comprising 64 lots on 120 acres. Of these 7 residential subdivisions, two are Open Space Residential Subdivisions, "Jarvis Estates" off Griffin Road and "Hayrick" off Texas Road, which will permanently preserve 8.1 acres and 2.9 acres respectively as natural undisturbed open space with public access. The Board approved one subdivision modification plan resulting in a net increase of one lot from the previously approved plan. The Board reviewed and endorsed 20 Approval Not Required Plans showing the creation of 22 new lots and lot line adjustments to 29 lots. The Board approved one Special Permit for a common driveway serving three lots on 39 acres off Groton Road. One Permit for Earth Removal was issued for the removal of 9500 cubic yards from the "Woods Pond" subdivision located off Groton Road.

Under "Site Plan Review" for commercial (non-residential) projects, the Board approved 1 site plan for a 20,000 square foot light industrial building on 4.3 acres on Carl Thompson Way. The Board also approved site plans for a miniature golf course on one acre and an 18 hole pitch and putt golf course on approximately 6 acres on the Kimball land adjacent to the existing ice cream stand and driving range on Littleton Road. The Board reviewed and approved modifications to the parking layout at Olde Boston Square and the Westford Valley Marketplace.

The busy pace of residential construction meant the Board, in addition to reviewing new development proposals, had to spend considerable time reviewing road bonding and road construction in previously approved developments. Much time was spent listening to and attempting to resolve the concerns of abutters and new residents regarding their concerns with the construction of these new developments.

The Board considered a number of proposed Zoning Bylaw amendments for the May, 1991 Annual Town Meeting. Amendments passed by Town Meeting include: revised definitions of "Front Lot Line", "Structure" and "Common Driveway"; a requirement for a Special Permit from the Planning Board for a Common Driveway serving three or more lots in all zoning districts; authorization to the Planning Board to allow two or more principle buildings on commercial site plans without a Special Permit, and; reductions in the building set back requirements for houses in Open Space Residential Developments.

Among the proposed amendments failing to pass were: a requirement that all residential subdivision plans on properties four acres or larger be submitted as Open Space Residential Developments, with the Planning Board having the authority to waive this requirement in favor of a conventional subdivision plan, and; a proposal to re-establish a provision of the bylaw to allow for condominium projects (such as the "Blanchard Farms" project on Graniteville Road) by grant of Special Permit from the Planning Board (currently, developers must obtain Town Meeting approval for condominium projects). Proposed amendments to the Sign Bylaw also failed to win approval.

An important subject of discussion throughout the year involved standards for construction of new roadways and common drives. Road standards came into focus as an issue with the submission of two Open Space Residential Subdivisions, "Jarvis Estates" on Griffin Road and "Hayrick" on Texas Road. These projects, particularly "Jarvis Estates" applies so-called neo-traditional design concepts, as advocated by such planners as Randall Arendt, which attempt to replicate traditional New England village design with reduced lot sizes and housing clustered around a central common area and substantial preservation of natural open space. Achieving this concept also calls for reduced standards of road construction, and the approved plans have waived the required road width from 22 feet to 18 feet and the requirements for curbing and a closed drainage system has been waived in favor of an open drainage system with sheet flow off the road to drainage swales. The required Special Permits were approved, reflecting the Board's awareness of the results of surveys which indicate that both old and new Town residents have great interest in preserving the traditional look and character of Westford.

However, other Town departments have expressed concerns regarding the long term maintenance costs of such ways should they become public ways, as well as concerns regarding snow removal, winter time drainage and traffic flow. By year's end the "Jarvis Estates" roadway was essentially complete and may serve as a model for evaluation of the function of such developments. Following passage of the Bylaw amendment requiring a Special Permit for common driveways, the Board began work on developing standards for these private ways to address public safety concerns.

On August 15, 1991 Board member Denis Teague resigned from the Board in order to return full time to college, and former member Paul Davies was appointed jointly by the Planning Board and Selectmen to fill out the remainder of his term, until May of 1992. This resignation led to a discussion of whether the Board should propose a bylaw amendment to take advantage of the provisions of Chapter 239 of the acts of 1989 of the Massachusetts legislature that allows for the designation of an Associate Member for purposes of acting on Special Permit applications in the event of the absence, inability to act or conflict of interest on the part of any member of the Board.

Master Planning became a high priority for the Board during the year, prompted in part by the passage of Chapter 372 of the Acts of 1990 of the Massachusetts legislature which require that all cities and towns in the Commonwealth shall make master plans. Such plans are statements, through text, maps, illustrations or other forms of communication, that are designed to provide a basis for decision making regarding the long-term physical development of a municipality. Another motivation with proceeding with Master Planning is the fact that the last such plan for Westford was prepared in 1967, and the rapid development of the 1980's has raised new questions and challenges that the Town must address. The current pause in development provides a good opportunity to carry out the studies and hearings necessary to formulate a master plan. Throughout the year planning consultant Peter Wells worked on assembling base data and information that will be necesary for master planning studies. A capital project proposal for $50,000.00 has been submitted for the upcoming Town Meeting to fund the completion of a Master Plan. This relatively small investment may result in hundreds of thousands of dollars in revenue for needed public infrastructure improvements through impact fees charged to developers as authorized under Chapter 372. Further, the Town may be eligible to be reimbursed for the cost of the project, depending upon progress toward funding of the state mandate created by the Act.

The Board was also involved in a number of committee efforts directed toward protection of Westford's water and other natural

resources. The Board began and continues its cooperation in the Department of Environmental Protection's Stony Brook Sub-Basin Resource Protection Project, which has a goal of developing a model well-head protection bylaw to provide suitable and consistent regulation for development within the aquifer districts that provide water to Westford and a number of communities within the Stony Brook basin. It is hoped this study will provide a blueprint for similar efforts across the Commonwealth. Board members also participated on a Committee which is developing a long term strategy for the acquisition or long term protection of approximately 500 acres in three ownerships directly overlying the most productive part of the aquifer providing water to the Town. Board members also provided comments during the Public Hearing on the Sewer Advisory Committee's draft Wastewater Facilities Plan. Concerns regarding this plan included a limited demonstration of need for the complex sewer systems proposed, the heavy costs of implementation to both users and non-users alike; and the potential additional pollution of the Merrimack River by transfer of sewage to the Duck Island treatment plant, and the related issue of transfer of water outside the recharge area to Westford's water supply.

An increasing amount of the Board's time has been taken with dealing with citizen concerns regarding development. In some cases the Board has felt that citizens do not properly understand the functions of and limits on the Planning Board, and has prepared a Public Information Sheet to provide a guide to understanding the Board's functions and procedures. Anyone wishing a copy of this guide may pick one up at a regular meeting of the Board or at the Board's office at Town Hall, or contact Planning/Conservation Coordinator William Turner at 508-692-5524.

Respectfully submitted,

William H. Harman III, Chairman
Peter S. Fletcher
Thomas A. Mosscrop
Steven Boudreau
Paul L. Davies

ANNUAL REPORT

CONSERVATION COMMISSION, 1991

1991 was a busy year for the Commission as the local construction industry began to rebound from the slow pace of 1990. The emphasis continued to shift from review of relatively large projects, to smaller subdivisions, individual house construction and additions.

Statistically, the work of the Commission is reflected as follows: 5 Requests for Determination were administered, 42 Public Hearings were held, 216 site inspections were conducted and 7 Enforcement Orders were issued.

The largest project coming before the Commission was the 23 lot "Frances Hill Estates' subdivision located off Main St., Chamberlin Road and Hunt Road. Only two commercial projects came before the Commission; a one acre miniature golf course on land of Kimball adjacent to their ice cream stand on Littleton Road and a 20,000 square foot light industrial building located on Carl Thompson Road. While the development of the Greystone Pond project is temporarily held up by the economic slowdown, the Commission met several times during the year with the developer and his consultants to work toward better resource identification and protection for the project site. For the first time in a number of years no wetlands filling projects were submitted to the Commission.

Enforcement activities involved halting unpermitted work in wetlands and the 100 foot Buffer Zone established by the Wetlands Protection Act. Fortunately, the work was stopped soon after it began and the amount of permanent damage to Westford wetlands resources was very minor. One long term threat to Westford's wetlands and water resources has become more pronounced in the last few years with the completion of dozens of new subdivisions. It has been observed that many residents are dumping their lawn clippings and leaves into wetlands. Not only does such dumping fill wetlands, it kills the existing lifeforms by suffocation, and in the case of grass clippings from chemically treated lawns it directly pollutes surface waters and creates a hazard of long term pollution of water supplies. Residents are urged to dispose of yard wastes in proper locations, and should call the Commission's office if they have any question regarding wetlands on their property.

In the area of Open Space acquisition and preservation, Planning/Conservation Coordinator William Turner was instrumental in assisting Charles and Jane Colburn of Old Road in establishing

a permanent Conservation Restriction on 42 acres of land off Texas Road and Carlisle Road in the southern part of Town. The Restriction has been granted to the New England Forestry Foundation for the purpose of scientific management of forest resources, with an emphasis on wildlife values. Protection of this large parcel will assist in helping to maintain some of the open, undeveloped character of the southeast corner of Town. Conservation Restrictions are one way to retain ownership of a property while reducing its tax burden, and the Commission office is more than willing to provide substantial assistance to landowners interested in preserving their land in a natural condition. Interested persons are urged to contact the Commission at 508-692-5524.

Taking advantage of the relative slowdown in development to assess future Town needs in the area of open space and resource protection, several Commission members were active on a newly formed committee working on strategies for acquisition or protection of approximately 500 acres of land located in the most productive and environmentally sensitive portion of the aquifer providing water to Town wells.

Throughout the year another Committee, headed up by Commission member Tom Paul, worked diligently toward completion of an updated Open Space Plan, a sophisticated analysis of existing resources, citizen goals and expectations and Town needs. In addition to being a valuable planning aid, this report is required to qualify for state grants for open space land acquisitions.

In the area of resource protection the Commission was also active in cooperating with the Massachusetts Department of Environmental Protection's Stony Brook Sub-basin Resource protection project, which has a goal of developing a model well-head protection bylaw to provide suitable and consistent regulation for development within the aquifer district that provides water to Westford and a number of communities within the Stony Brook basin. It is hoped this study will provide a blueprint for similar efforts across the Commonwealth.

The Forge Pond Restoration Project continued to move forward. The Town completed an agreement with Courier-Westford (formerly Murray Printing Co.) which will allow the Town to install and maintain facilities for the project on the company's land off Pleasant St. Unfortunately, although the Commission issued permits for the project in late 1990 and immediately thereafter applied for state permits, it took six months for the Division of Water Pollution Control to issue a permit for placing several cubic yards of rocks in the stream channel below the new water level control structure outfall. This long delay put off the period of time when the project could begin, such that although

the project was bid and awarded to the Tyngsborough firm of Loenco, Inc. the new water level control structure could not be completed in time for a hoped for drawdown for weed control in the winter of 1990-91. If all goes well, however, the first drawdown will start late in the fall of 1992. A noticeable improvement in water quality in Forge Pond was observed in the summer of 1991, in part due to the fact that the Veryfine processing plant in Littleton stopped discharging its wastes to Beaver Brook while its new treatment plant is under construction.

Progress was also made in restoring water level control at Lake Nabnasset. The Commission issued a permit for the construction of a new water level control structure at the Byrne street dam. By year's end work was well underway and residents can look forward to water levels closer to historic levels for the upcoming summer recreation season. The Town now owns the dam and water rights, which means that there will be none of the uncertainty and problems with the lake level that were experienced when the dam was privately owned. Unfortunately, a major wetlands, Shipley Swamp, has been substantially damaged by the years of reduced water levels. It is hoped that by restoring stable management of lake levels that the wetlands will, through natural processes, repair itself and that populations of animals and plants will be re-established.

The jurisdiction of the Conservation Commission was expanded by Annual Town Meeting in 1991 when it voted to approve an amendment to the local non-zoning wetlands protection bylaw that adds state certified vernal pools to the list of resource areas under regulatory control of the Commission. Vernal pools are temporary bodies of freshwater that provide crucial habitat to several vertebrate and many invertebrate species of wildlife. The word "vernal" means spring and most vernal pools are filled by spring rains and snowmelt, only to dry up during the hot months of summer. State certification is a long and demanding process requiring observation and photography of various species, often at 3:00 A.M. in the morning. Currently there are over thirty certified vernal pools in Westford, more than in any other city or town in the Commonwealth. Other Town Meeting action involving the Commission was passage of $200.00 fine for non-criminal violations of the local wetlands protection bylaw.

The Commission welcomed the appointment of Anita Pollak to fill the vacancy created by Richard Emmet's resignation. Anita has been active on the Greystone Advisory Committee and has done substantial volunteer work for the Massachusetts Association of Conservation Commissions and her energy and enthusiasm will be a real asset for the Commission and the Town.

As always, volunteer and individual efforts are of continuing and growing importance to conservation efforts in a time of shrinking budgets. The Commission would like to take this opportunity to express its deepest appreciation to Town residents and officials for their support in protecting natural resources and preserving open space.

Respectfully submitted,

William W. Beck, Jr., Chairman
Mary R. Morton, Vice-Chairman
Patricia P. Loring
Chester Cook Jr.
William McClellan
Thomas Paul
Anita L. Pollak

WESTFORD RECREATION DEPARTMENT

This past year saw tremendous change in the Recreation Department. The fiscal crisis facing the Town resulted in a budget reduction of over 60% and placed all programs on a self-sustaining basis. The Recreation Commission (WRC) and Director faced this challenge as an opportunity to become creative and in fact, expand services to reach more members of the community. All of the existing programs includin Youth Baseball, Football and Basketball made the transition even as participation grew. The Town beaches were also able to successfully remain open and with only a slight fee increase.

Other activities also came into being such as the Fourth of July Celebration, the Westford Open Golf Tournament, the Apple Blossom Run/Walk and offered additional receational opportunities. The grour was finally broken at the Graniteville Park for a youth playground tc be built in conjunction with the Community Playground Inc. When completed, there will also be an all-purpose utility field and a much needed parking lot.

A key development was the field maintenance program. Our playing fields had deteriorated over the past few years from the constant and increased use. With the combined efforts of the Youth Baseball and Soccer leagues along with the Recreation and Highway Departments, a plan was developed and put into place. The fields at Legion, Veterai and Jack Walsh all were upgraded with irrigation systems and extensi landscaping.

The Recreation Department is poised for continuing growth. Our mission is to provide passive and active recreational programs and activities which promote the family and community. This year a partnership was developed between the organizations, local businesse volunteers and the Recreation Department for the purpose of ensuring that we meet our goals now and into the future. Recreation is an important element in the fabric of our community and the quality of life for citizens of all ages.

The WRC would like to thank Judy Ramirez, Larry Cormier and Larry Checchi, who resigned from the Board this year after many years of service. They will be missed and we wish them all success. We woul like to welcome Art Karpinsky, Paula Campbell and Bob Robitaille to the WRC and look forward to working with them. An additional thank you goes to the Parks and Westford School Department for their continued assistance.

YOUTH RECREATION PROGRAMS

BASEBALL - Baseball continued to grow significantly during 1991 toward the 1,000 youngster participation level. The Legion, Veterans Field, Whitney and Hamilton diamonds saw heavy action from the spring through the fall. Tee-ball again continued to be the fastest growing segment, followed by the minor league program. The girls softball program doubled in size and split into two divisions this year, and the summer travel teams also doubled this year to four teams. The Babe Ruth program was sanctioned this year and the 13 year old team went to the District II Championships.

The Baseball programs fund raisers provided the Town with a number of field improvement projects during the year. Four fields in Town had irrigation systems installed, including three fields at Legion, and one at Veterans Field. In additon two fields were leveled and sodded, a number of new bleachers were installed and several backstops were replaced as part of an agressive maintenance program in a year of program self sufficiency.

The success belongs to the hard work of John Kovach, President and league directors, George Reeves (Northeast), John Magnuson (Babe Ruth), Jim Duffy (Majors), Tab Gallardo (Minors), John McCarthy (Pee-Wee), John Wilder (Tee-Ball) and Pam Ciampa (Softball) along with the many volunteers.

BASKETBALL - The 1990 - 1991 Basketball program was very successful with 375 youngsters participating in six programs: 3rd grade pick-up; 4th & 5th grade boys and girls; 6th - 8th grade boys and girls; and high school boys. The leagues ran from December - March.

Playoffs were held in late March with the final championship games for the Middle Division Boys and Girls and the High School Boys Division at Westford Academy. At the conclusion of the season, award banquets were held or trophies were given to all participants.

Due to reduced funding, a concession stand at the Middle Boys Division Saturday games and raffle tickets sold in all divisions provided necessary funding to pay for program activities.

The success belongs to the hard work of many volunteers, Bob Conley, President; and program directors, Mike Ellis (Instructional Boys), Jack Burnham (Middle Boys), Guy Coraccio and Bob Eliasen (High School Boys), Bill Larrivee (Instructional and Middle Girls), Jim Mancuso (Treasurer) and Brian McDonald (Tournament).

POP WARNER FOOTBALL - Westford completed its nineteenth year in the Wachusett Pop Warner Football League in the Midget Division its second year in the Jr. Midgets and its fourth year in the Peewee Division; all are traveling teams.

The season runs from August - November. This year the program had 127 participants: 77 boys and 50 girls. The Midget Team finished with a 2-5-1 record; the Jr. Midgets 5-3 ; and the Peewees 2-6. The Cheerleaders participated in a Cheerleading Camp in August and also competed in the Wachusett League Cheerleading Competition in October.

The season culminated with the Annual Awards Banquet where trophies are presented to all the boys and girls who participated in the program. Academic awards were presented to the boys and girls who attained honor roll status. This year, 54 boys and girls received academic certificates.

The football players, cheerleaders and coaches wish to thank all the parents and volunteers, the Lions Club and the Westford Recreation Commission for their continued support.

SOCCER - Soccer continues to be another strong participation sport within Westford. In 1991, there were over 850 youngsters that participated in the Westford Youth Soccer League. In the fall there were fifty-five intramural teams and eight travel teams. Spring soccer included nineteen travel teams.

Like Baseball, the Soccer program fund raising activities were in high gear with a focus of field improvement investments. This year, an inground irrigation system has been added to the front half of the Jack Walsh field, with the back half scheduled to be completed in the spring.

DAY CAMP - A very successful six week day camp program was provided for the third year in Westford. One hundred forty-four (144) youths aged 5-12 experienced a full summer with many activities for them to take part in and enjoy at the Nabnasset School. Camp met rain or shine Monday through Friday 8:00 AM - 2:30 PM. Format included a daily arts and crafts, sports and games activities, an optional swim lesson, special events and field trips to the Discovery Museum, bowling and miniature golf. Included in the fee are a tee shirt and tote bag for all participants and a cookout every second Friday. Program Director: Cindy Roper

TRACK & FIELD - This ever popular summer program, for ages 7 - 14, continued to thrive under the direction of Deborah Ahern. Included were short and long distance running events, field events and intramural competitions. The end of the season track meet was enjoyed by the 135 participants, who with their families were treated with juice donated from the Very Fine Company. We are located at the Westford Academy track on Tuesday and Thursday evenings. A tee shirt is provided to all registrants.

BEACHES - Forge Pond and Edwards Beach operated seven days a week from 10:00 AM to 4:00 PM with certified lifeguards. The beach season was June 22 through August 25. The patrons at Edwards were treated to the dedication of a new rest room facility.

The swim instruction program had 271 youngsters, plus individuals from the Day Camp, enrolled in lessons which included Water Orientation. The American Red Cross updated the certification of all Water Safety Instructors during 1991.

Beach tags and guest passes were purchased by 1,068 residents. There were two certified lifeguards trained in CPR and First Aid on duty at both locations. Director: Steve Jungbluth

ADULT RECREATION - All Adult Recreation programs are completely self-sustaining with all costs borne by participants and sponsors except for the facilities provided by the WRC and the School Department.

MEN'S SOFTBALL - This program involved approximately 195 players in two divisions. All games are played on the Veterans Field in Forge Village. The Modified Pitch Division played three evenings and Sundays. The Slo-Pitch Over 30 Division played three evenings. Both divisions are open to residents of Westford and encourages new players to register for their draft. Directors: Ron Clermont & Jim Downing

WOMEN'S SOFTBALL - Westford repeated as the champion in the Nashoba Modified Pitch League for women 18 years of age and over. The thirteen women used Westford Academy as their home field and played under the lights at Veterans Field in Forge Village. Director: Chris Woznac

MEN'S BASKETBALL - The league ran from January through March. There were six teams in the league made up of 53 men who either live or work in the Town. The games were played on Sunday nights at the Academy and Mondays and Wednesdays at Abbot Middle School. Once again the league would like to thank the WRC and the School Department for their help. Director: Bob Silk

WOMEN'S VOLLEYBALL - This group played on Tuesday nights at the Abbot Middle School gym. This is a non-structed group and is composed of 19 women of varying interests and abilities. This program is open to women of all ages who live or work in Westford. Director: Rita Norander

MEN'S VOLLEYBALL - Held on Friday nights at the Abbot Middle School gym this program runs from September - March and is a popular means of exercise for men of all ages. Director: Dennis "Spike" Walsh

SOME NEW OFFERINGS - The Recreation Department was pleased to provide over one dozen new offerings last year which serviced over 5,027 residents. Some new youth offerings included Fishing Clinics, Soccer Clinic, Basketball Rules Clinic, Chess, Jr. Tennis, Swim Camp and Pick-up Basketball. Adults and families also enjoyed more; Tennis Instruction, Golf Tournament, Apple Blossom Run/Walk, Yankee Notions Concert and an Old Fashioned Fourth of July.

FOURTH OF JULY - The Town of Westford celebrated it's first Fourth of July-Old Fashioned Parade and Family Day. The schedule of events was kicked off at 9:30 with a parade comprised of fire engines from Westford and neighboring towns, a long list of VIP's including Grand Marshall Alberic Grenier, and several classic and vintage automobiles. Everyone then congregated for a flag raising where the Selectmen led a tribute to honor Westford's veterans. James Healy (Chairman, Board of Selectmen), Jack Carson (American Legion Commander), and Bob Conley (Chairman, WRC) each addressed an attentive audience. The scene then shifted to the field where participants of all ages tested their skills at relay races, three legged races and more. The youngsters also enjoyed a carriage and bike parade. At the conclusion of the field events, ribbons were awarded to all. An afternoon of softball concluded the inaugural event. A dunk tank was provided by American Legion Post #437.

APPLE BLOSSOM '91 FAMILY FUN FUN/WALK - This annual event took place on May 18, 1991. Entry fee's were $5.00 per person and $18.00 per family. The course covered the 1.7 miles from Westford Academy up Main Street to a welcomed finish at the Town Hall. Tee shirts were provided to all 149 participants at the start and everyone broke the tape at the finish.

WESTFORD OPEN - On October 11, 1991, 66 participants took to the links to compete in the Town's first Open Golf Tournament. The setting was at the Nabnasset Lake Country Club on a beautiful fall afternoon. The nine hole best ball event was kicked off at 1:00 with a shotgun start and was followed by a hot buffet. Raffle prizes were presented and the winning plaque was awarded to the team of Sandy Collins, Kevin Johnston, Helen McCarthy, Jim Morin and Pat Morin who each received a half a dozen golf balls for their triumph. Entry fee was $25 and money and prizes were donated by numerous local merchants.

THE WESTFORD COMMUNITY PLAYGROUND INC.
The Westford Comm. Playground is a non-profit parent run organization created to build and maintain playgrounds for the children of Westford. Established in 1989, and soon to be located at the Legion Field in Graniteville, our goal is to provide a centrally located, safe place for parents and care givers to meet with their children.

Volunteers and donations are always needed. If interested please contact one of the following people: Paula Campbell, President 692-5252; Corey Cole, Vice President 692-0156; Carol Fosdick, Dir. of Fundraising & Treasurer 692-0725; Carol McNeil, Dir. of Publicity 692-8077

FIELD MAINTENANCE REPORT
Significant progress was made during the past year to revitalize and upgrade our recreational facilities, particularly our playing fields. A comprehensive Field Maintenance Plan was developed to ensure timely and appropriate seeding, mowing, fertilizing and weed control of our fields. This plan required a high degree of cooperation and collaboration between the Recreation and Highway Departments and with

the Board of Directors representing the various town sports programs. As a result of these mutual efforts, our fields were definitely improved despite a significant budget reduction and a dramatic increase in usage by the residents of the Town.

Of particular note, the Soccer Program initiated a two-year effort to install a self-contained field sprinkler system at the Jack Walsh soccer fields. Half of the complex was aerated, slice-seeded, irrigated, and rested this year and the remaining fields will be completed next year. Likewise, the Baseball Program dramatically improved the playing fields at Veterans by installing a watering system, new bleachers and re-sodding the infields. Additional improvements were made to upgrade the Legion fields. In all cases these major improvements were funded by the various sports programs through their participation fees.

Finally, we initiated the expansion of the Legion complex to include the new children's playground, additional parking areas, and a new all-purpose field to address the ever-increasing need for additional practice and game fields. Our long-range plan has now been finalized to ensure that we have high-quality recreational areas to support the recreational needs of our residents.

Respectfully Submitted,
Westford Recreation Commission

Bob Conley, Chairman
Robert Robitaille
Russ Carlson
Jack Burnham, Vice Chairman
Brian McDonald
Art Karpinsky
Paula Campbell

TOWN AIDE 1991

The Town Aide acts as a liaison and an agent to assist and coordinate the delivery of social services to the low-income residents of the Town of Westford, as well as providing information and referral assistance and administering all programs and services of Community Teamwork, Inc. Community Teamwork, Inc. offers twenty-eight programs for families who meet the income criteria. The largest of these programs assisting Westford families is the State and Federal Energy Fuel Program. A total of 456 families were given assistance this past year in the following programs: Fuel Assistance, Women-Infant-Children, Headstart, Tenant Counseling, Landlord Counseling, Consumer Protection, Face-to-Face Mediation, School Aides, Companion Program, Volunteers, Section 8 Housing, General Relief, Family Shelter, Child Care, HEATWAP and Weatherization for a total of estimated dollar value to the Town in the amount of $221,470.00.

The Open Pantry for our needy families is working very well. The pantry is stocked by the Westford Kiwanis Club and at Christmas time, many families, and scouts donated hundreds of canned goods. This year was exceptional both in the generosity of townspeople and in the growing need of people finding themselves out of work. In twenty-six years of serving Westford families who are temporarily in need, this was the very worst. In terms of people responding to the needs, it was the very best. This year individual families and local businesses contributed over $3,000.00 in food certificates, and money for heating and utilities. Norman E. Day Student Council, Westford Academy Activity Funds, Robinson School, Abbot Middle School, Cameron and Frost students as well as Nashoba Valley Technical High School gave so much of themselves and gifts of money, toys and food to those less fortunate. Local businesses, clubs, churches, Legion Posts, VFW Club, and individual families really made such a differnece this year.

As this will be my last year as Town Aide, I would like to take this opportunity to thank everyone who has helped to make my service so rewarding. No one person does it alone and in my case there have been so many through the years that have joined in to get the job done, rather than leave anyone out, I sincerely thank you all!

Respectfully Submitted,

Helena M. Crocker
Town Aide

VETERANS' SERVICES 1991

Veterans' Services according to the laws of the Commonwealth of Massachusetts are for the veterans and their dependents. Its basic concept creating fiscal assistance to veterans and their dependents had its roots in legislation established in 1861 according to Chapter 115 of the General Laws of the Commonwealth. This law has been recodified, strengthened and amended following each war in order to include each and every veteran. Therefore, every veteran has a right to be served with dignity and courtesy whenever he finds himself in need. In 1991 thirty veterans were serviced as direct cases receiving ordinary benefits and medicals in the amount of:

Appropriation	$91,548.00
Ordinary Benefits	$86,049.92
Medical	1,315.38
	$87,365.30
Returned to Town	$4,182.70

Federal Annual Awards	
Number of Claims	8
Annual	$44,144.00
Retro	9,773.00
Burials	0

We serviced 59 veterans' with indirect services such as obtaining lost or missing war records, filing for grave markers, flags and holders as well as various information and referral services. Cemetery mapping of graves is one of progress. All reimbursements due the Town from the State Office were received at the 75-25% ratio. Due to the present poor economy, case load has been increasing steadily.

Respectfully submitted,

Helena M. Crocker
Veterans' Agent

Ret. Col. Jerry G. Berkowitz
Director Veterans' Services

COUNCIL ON AGING

PURPOSE - The Council on Aging was established on March 11, 1967, pursuant to Chapter 40, Section 8B of the Massachusetts General Laws to provide services, advocacy and information to improve the quality of life for all Westford residents who are 60 years of age and older.

STAFFING - In 1991, the Council on Aging has two town supported employees: a full-time elder services coordinator and a half-time senior side. Helen Dudick completed her first full year as elder services coordinator, and Livia DeMarino finished her eighth year as senior aide.

In August, Earle Cronan joined the elder services staff as a half-time senior aide funded by a federal program and administered by Elder Services of the Merrimack Valley. Earle is a welcome addition to the staff, and has made himself indispensable in the short amount of time he has been here. Earle also works part-time at the senior center doing maintenance and repairs. This position is funded by an Executive Office of Elder Affairs formula grant.

A grant also provided the funds for a part-time activities instructor who taught arts and crafts and helped with other groups throughout the year.

In October, a Title III grant administered by Elder Services of the Merrimack Valley allowed Hazel Evans to join the staff as a telephone outreach worker/volunteer coordinator. Her enthusiasm and energy are appreciated by all at the senior center.

VOLUNTEERS - The Council on Aging was fortunate in 1991 to have a group of committed volunteers working for the senior center. Ten elders worked as Foster Grandparents and Senior Companions to provide services to special needs children and homebound elders. Twenty-six elders donated 5,783 hours to the Retired Senior Volunteer Program serving the Westford Nursing Home, the Tadmuck Senior Center and Westford Academy.

In addition to these programs, over 56 people provided approximately 6,000 hours in volunteer services with a cash value of $35,820.

NUTRITION - In July, 1991 the congregate meals site was relocated from the Elks Club in Forge Village to the Tadmuck Senior Center. The Council on Aging appreciated the many years of hospitality enjoyed by the meals program at the Elks Club, but was glad to see the program move to the senior center. Jeanne Mungovan and her staff continue their tradition of excellence with this program: almost 4,000 meals were delivered to Westford elders in 1991; and over 2,000 congregate meals were served.

Government surplus food was distributed in March and May of 1991, with over 300 elders receiving a variety of goods at each distribution. A food pantry was established at the end of the year, thanks in large part to generous donations by Westford residents, and Christmas collections initiated by a local business.

A Title III grant from Elder Services of the Merrimack Valley provided lunch for 270 elders at the Gay Nineties Celebration held at the Franco American Club in May.

SERVICES - During 1991, over 2,000 phone calls came into the senior center requesting information about services and activities. Almost 500 individuals paid a personal visit to the senior center for information and referral.

Forty-three people received over $70,000 in home care services from Elder Services of the Merrimack Valley.

Six elders utilized services from Merrimack Valley Legal Services, with a value of $526.

Sixteen elders utilized free Lifeline services available through Greater Lowell Life, Inc.

Over fifty families accessed respite services, which proved relief to caregivers. The Respite Care Program is administered by Joan Connell, R.N. and is operated out of the Chelmsford Senior Center.

HEALTH - During 1991, the monthly podiatry clinic provided services for 110 elders at a greatly reduced rate.

Almost 300 elders utilized the community clinics funded by Title III grants, and held at the senior center and the elderly housing on Tadmuck Road.

Thirty people borrowed medical equipment, including hospital beds, wheelchairs, commodes, etc., from the senior center.

The Council on Aging and the Board of Health co-sponsored the Flu Clinic that was held at the senior center in October.

ACTIVITIES - The senior center was busy five days a week providing activities such as: contract and auction bridge, bingo, arts and crafts, exercise, line dancing, support groups, educational programs and other similar activites.

Ten trips were sponsored by the Council on Aging, and included visits to the Museum of Fine Arts and various theaters in the area.

Special events such as the Gay Nineties Celebration, the Valentine's Day Party, the Holiday Tea and the International Potluck Luncheon were enjoyed by almost 400 elders.

Educational programs on Medicare, getting a good night's sleep, low-cholesterol cooking, the health care proxy and other pertinent topics were offered throughout the year.

A Title III grant provided the funds to coordinate a Walking Club that met twice a week during the Spring and early Summer months.

LONG-RANGE PLANS - The Council on Aging completed a Needs Assessment in 1991 that identified the services needed and utilized by elders in the community.

The Council continues to plan for the use of the Cameron School as an elder services center, which is greatly needed as we rapidly outgrow the two-room Tadmuck Senior Center on Boston Road.

The Council remains dedicated to addressing the needs of elders in the community of Westford.

Respectfully submitted,

Helen Dudick, Elder Services Coordinator

Mary E. Smith, Chairperson
Helena M. Crocker
Cecilia A. Healy
Gerald Haley
Earl Woodbury

WATER DEPARTMENT

ANNUAL REPORT

JULY 1, 1990 - JUNE 30, 1991

RECEIPTS:			
Water Rates		$932,728.72	
Additional Services & Misc.		37,535.65	
Guarantee Deposits (Services)		73,891.60	
Interest		657.01	
REFUNDS:			
Water Rates	$68.25		
Miscellaneous	692.60		
Guarantee Deposits - Services	1,185.75	(1,946.60)	
GUARANTEE DEPOSITS (Acct. Balance 6/30/91)		(3,600.00)	$1,039,266.38
EXPENDITURES:			
Wages & Salaries		294,900.70	
Pipe & Supplies		69,960.85	
Maintenance & Operation		219,789.22	
Meter Replacement		23,985.00	
Payments on Loans:			
Corrosion Cont. Facilities	57,097.22		
Hervey Cote Pumping Sta.	77,641.67		
Ground Water/Analysis	39,197.58		
Howard Rd. Water Main	28,636.11		
Sparks Hill Tank	57,975.00	260,547.58	869,183.35
			$170,083.03
Close-out of Unexpended Borrowings			47.00
Adjustment for General Fund Transfer			(7,281.42)
WATER SURPLUS			$162,848.61

Respectfully Submitted

Board of Water Commissioners
Jeffrey S. Rider, Chairman
Richard J. Barrett, Jr.
Harold A. Fletcher, Sr.

JULY 1, 1990 - JUNE 30, 1991

	APPROPRIATION		EXPENDED
WAGES & SALARIES:	$301,797.00		
Superintendent		55,503.66	
Workers		149,712.86	
Clerical		45,305.14	
Commissioners		1,200.00	
Meter Reader		7,883.40	
Licenses		450.00	
Overtime: Fixed/Emergency		23,649.64	
Flushing		11,196.00	294,900.70
MAINTENANCE & OPERATION	$259,325.00		
Electricity		83,659.72	
Heating Fuel		4,934.15	
Advertising		685.70	
Computer Maintenance		3,628.00	
Engineering		1,064.00	
Laboratory Fees		7,157.50	
Telemetering		3,128.45	
Postage		5,971.30	
Paging		280.00	
Computer Supplies		7,470.40	
Diesel Fuel		2,672.79	
Office Supplies		1,193.46	
Office Equipment		631.14	
Copier		439.95	
Repairs Building & Equipment		18,019.73	
Hardware Supplies		4,021.92	
Gasoline		4,207.31	
Repairs Trucks & Backhoe		5,157.54	
Well Treatment/Chemicals		53,780.93	
Memberships/Dues		742.00	
Hot Top & Gravel		4,035.23	
Insurance		164.00	
Uniform Allowance		3,150.00	
Conference/Training		1,454.00	
Wells & Improvements		2,140.00	219,789.22
Pipe & Supplies	70,000.00		69,960.85
Meter Replacement	24,000.00		23,985.00

EXTENSIONS (Guarantee Deposits)		
HILDRETH STREET EXTENSION		
Acct. Balance 7/1/90		$7,466.63
Water Surplus	7,466.63	
EXTENSIONS (Out of Water Surplus)		
EAST PRESCOTT ST. EXTENSION		
Acct. Balance 7/1/90		5,235.27
Water Surplus	5,235.27	
OAK HILL ROAD EXTENSION		
Acct. Balance 7/1/90		8,454.21
Water Surplus	8,454.21	
PRESSURE REDUCING VALVE BOSTON RD.		
Acct. Balance 7/1/90		3,386.01
Water Surplus	3,386.01	
WELL FIELD BEACON STREET		
Acct. Balance 7/1/90		1,090.10
Water Surplus	1,090.10	
NUTTING ROAD WELL FIELD		
Acct. Balance 7/1/90		9,071.00
Water Surplus	9,071.00	
WATER MAIN EXTENSION (Plain/Depot/Cold Spring)		
Acct. Balance 7/1/90		194.10
Water Surplus	194.10	
HOWARD RD. WELL FIELD, PUMPING STA. & WATER MAIN		
Acct. Balance 7/1/90		5,296.42
Water Surplus	5,296.42	
PARCEL OF LAND OWNED BY DONALD LeBLEU		
Acct. Balance 7/1/90		300.00
Acct. Balance 6/30/91	300.00	
TELEMETERING SYSTEM		
Water Surplus		95,000.00
Expenses : Engineering Services	3,122.90	
Acct. Balance 6/30/91	91,877.10	
	95,000.00	

PUMP TESTING NEW WELL SITES		
Acct. Balance 7/1/90		$37,793.30
Water Surplus		35,000.00
		$72,793.30
Expenses: Engineering Services	38,078.47	
R.L. LeGacy & Son, Inc.	960.00	
Acct. Balance 6/30/91	33,754.83	
	$72,793.30	
FRANCIS HILL STANDPIPE (Borrowed Money)		
Acct. Balance 7/1/90		1,074.98
Fund Balance	1,074.98	
FORGE VILLAGE RD. WELL FIELD/PUMP (Borrowed)		
Acct. Balance 7/1/90		1,939.00
Fund Balance	1,939.00	
SPARKS HILL TANK (Borrowed)		
Acct. Balance 7/1/90		2,365.45
Fund Balance	2,365.45	
CORROSION CONTROL FACILITIES (Borrowed)		
Acct. Balance 7/1/90		19,186.29
Fund Balance	19,186.29	
HERVEY COTE PUMPING STA. (Borrowed)		
Acct. Balance 7/1/90		45,674.84
Expenses:		
Engineering Services	2,929.00	
Installation of Pumping Sta. (Dankris Builders Corp.)	20,888.71	
Hot Top/Paving	7,918.11	
Misc. Supplies	696.10	
Acct. Balance 6/30/91	13,242.92	
	$45,674.84	
TRUCK & BACKHOE (Borrowed)		
Borrowed		41,800.00
Expenses:		
1990 John Deere 410C Loader/Backhoe	21,140.00	
1990 Ford F-350 Utility Body Truck	20,613.00	
Water Surplus	47.00	
	$41,800.00	

THE J. V. FLETCHER LIBRARY ANNUAL REPORT 1991 FROM AARDVARK TO ZED!

Adopted A Subscription Lately?

This was one of the Fletcher Library's creative solutions to budget cuts in 1991...With 34 subscriptions cut from the Library magazine budget, the "Adopt-A-Subscription" program was born. Over half the subscriptions were picked up by generous "foster" subscribers. Thank you, EACH AND EVERYONE for your help!

Board The Bookmobile.

Don't let the M.O.S.T. Bookmobile keep rolling on by your neighborhood! Elderly, homebound, or temporarily incapacitated, the Bookmobile will come to you -- making over 500 stops a year and circulating almost 10,000 books, the Bookmobile delivers not only books, but MORE BANG FOR THE BUCK!

Corpse.

Well, not a real one...but Town Clerk Elaine McKenna gave a convincing rendition of a "blue-lipped body" at "Murder in the Library" -- the Friends' Cocktail-Party-cum-Corpse which raised funds for the Reference Room's new CD ROM. Poison was the weapon and blackmail was the motive -- that innocent-looking Lotta Books was the murderess! Special kudos and thanks to Town Manager Robert Halpin (who played Mayor Ron Bonzo) and Police Sergeant Joseph Roy (with his impeccable handcuff technique).

Dust.

It never settles in this Library! Last year, Westford residents took out 179,358 books, got answers to over 25,000 questions, spent almost 500 hours on the public computer and booked over 500 Meeting Rooms. Additionally, Westford youngsters attended almost 150 Library programs!

Eleemosynary.

A familiar word to those of you who read that bestseller of yesteryear -- The French Lieutenant's Woman. It is what the Friends of the J.V. Fletcher Library, Inc. are -- our wonderfully **charitable** auxiliary organization. Responsible for almost everything in the Library that is beautiful, playful, lovely or whimsical, this group is what makes the Fletcher Library "excelsior."

Fathertimes And Fletcher Forums...

Two new offerings this year, Daddies got to do the bedtime storytelling once a month at the Library. Not for Mothers only, Storytimes broke the "gender barrier". Our Library newsletter -- "Fletcher Forum" kept folks informed on "Fines and Fees" (we don't charge one, we do the other), and the results of our FALL "Customer Services Survey" -- residents want MORE weekend hours and MORE books and collections.

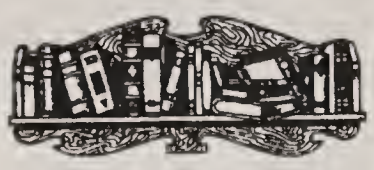
Good Libraries. That's What Bad Times Need.

Studies show that for every one dollar spent on your public library, you get seven dollars worth of service. That's economy of scale! At an average of $39 per household (or about 2% of assessed tax bill), Westford gets $3.5 million dollars worth of service! The place where opportunity becomes affordable -- BAD TIMES NEED GOOD LIBRARIES.

Hype.

That may be what you think this is, but -- with the lowest budget and the fewest hours in three years, the Library has serviced more folks than ever. The average Westfordian takes out a book a month, asks one and a half reference questions a month, makes photocopies, uses our free State and Federal tax forms, and checks out our 200 plus magazines. If you haven't tried us, you may be missing something!

It Doesn't Seem To Be On The Shelf.



No problem. Either we'll reserve the book for you or "inter-library loan" the title. If the Fletcher Library doesn't have it, we'll try to get it for you. Via our computers we can look at the titles owned by scores of area libraries. Trained personnel are here to help you find books, CD's, Videocassettes, Books-on-Tape, magazines and articles. Just ask. We can get books from as far away as Nebraska or Nova Scotia. With the book budget slightly reduced, our popular inter-library loan service has doubled in the past year.

John F. Wagner Public Computer Room.

One of our proudest moments was receiving a thank you from a patron who used the public computer to land a job. This public computer, coupled with JOBSEARCH, COMPUTER SELECT and our host of resume and interview books puts the Job Hunter "in the right disk drive," so to speak. A wonderful Friends' fund-raiser, this is a must for the job hunter. (Actually, we've had more than one proud moment).

Knock, Knock. Who's There?

A trained professional staff! More and more of the Library staff have pursued their Master's Degree in Library and Information Science -- four over the past few years -- in addition to the five veteran degree holders. What does that mean for you? Access to a professional staff rigorously trained to meet your information needs and offer the highest quality in library service.

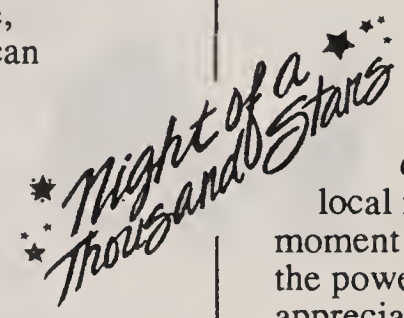
Library Museum Passes.

Our free family passes to six area museums circulated 639 times last year -- or, were used by over 3,000 Westford residents! A special thanks to the Westford Newcomers and Friends, the Friends of the J. V. Fletcher Library, Inc. and the Board of Library Trustees for their sponsorship of this ever-popular program.

MVLC?

That's the Merrimack Valley Library Consortium, Inc. -- a network of 36 area libraries collaborating in a regional computerized network. Can't afford almost two million books? Fear not, now you can -- via the modern miracle of telecommunication.

Night Of A Thousand Stars.



This was a star-studded evening during National Library Week, when local notables agreed to "shine" for a brief moment -- sharing the pleasure of reading, and the power of the written word. To an appreciative audience of all ages, some twenty-plus local celebrities read stories, poems, tales and excerpts from well-loved bookshelf favorites.

Old Maids & Overdues.

You won't find them at the J. V. Fletcher Library. You have to look hard to find the stereotypical librarian here -- maybe a Lobster, a Monkey or a Scuba Diver will greet you, but no "draconic old biddies" at our "Library Alive!"

Public Relations Awards!

Forgive our bragging, but we won FIRST PRIZE in the State for our Summer Reading Program -- "Along a Moccasin Trail" and an HONORABLE MENTION for the videotaped rendition of Garrison Keillor's "Library Cheer" -- performed with the Westford Academy Cheerleaders (their community service project). Give me an "L"!

Quiet...Shhhh!

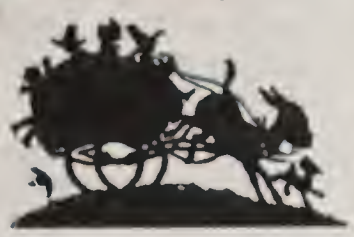
It's not hard to keep the Library quiet when it's closed... With FY91 hours reduced to 52.5 per week, and the staff taking two weeks unpaid furlough (during which periods the Library was closed to the public), the Library had more "quiet" moments than ever before. Despite the cuts in hours and weeks of service, the Library had a booming year -- circulating more books, and handling more questions and users than ever before.

R Is For Reference.

How much snow does it take to build an igloo? What is my 1983 Subaru worth? What "Munies" should I be buying? What do I do with a boa constrictor with sunstroke? These, and other questions, can be answered by our resourceful Reference staff.

Sing A Song Of Six-Pence, A Pocket Full Of Rye.

Weekly Storytimes continue to be among our favorite Library programs. The "Budget Cuts Survey" of 1990 listed Children's Programs as the second-highest priority of Westford patrons, right after Book Collections.



TYPEWRITERS, TURNTABLES,

TROUBADOURS AND TROLLOPE, TRUSTEES, TORTILLAS, AND MUTANT NINJA TURTLES!!! TRUFFLES, TOREADORS, TRAPEZOIDS AND TROIKAS, TROGLODYTES, TREBLE CLEFS, TYRANNOSAURUS REXES!

Try us.

Undersea Adventure.

"Dive into Books" was the theme of the 1991 Summer Reading Program -- six weeks replete with tide-pools, sea shanties, fish-printing and sand-painting. Each year over 3,000 Westford youngsters maintain and improve their reading skills through this fun-filled reading extravaganza.

V Is For Varnum.

Jonathan Varnum Fletcher is J. V. Fletcher -- the native son whose $10,000 gift to the Town in 1895 made possible the "good influence exerted over our town by reason of the large opportunity for reading and improvement afforded us by this new library building."

And, VALOROUS VOLUNTEERS VALIDATE THEIR VALUE. A huge thank you to our many hard-working loyal volunteers!

Westford School Support.

Teacher Teas, Tours, Reference and computer instruction, and the provision of deposit collections have been the backbone of the Fletcher Library's program of cooperation, coordination and Curriculum Support. Working with Westford educators to provide the resources and references so necessary to study skills and student development, the Teacher Support program is stronger than ever.

Xeric.

We apologize that this is sometimes what the atmosphere of the library is... For answers to all your questions, try our Information Services Department at 692-5555. (It means "dry").

Young Adults.

Not children -- not adults, but somewhere in between. The YA (young adult) collection received a facelift this year, with some "wicked keen" additions to the collections. For book recommendations at all reading levels, contact the Children's Reference Department.

Zero.

If this is what you come up with after searching the library -- please ask the staff for help! We can find it, order it, ILL it, copy it or track it down. Just ask.

A REPORT FROM THE J. V. FLETCHER LIBRARY BOARD OF TRUSTEES 1991

As 1991 approached, the J.V. Fletcher Library's Director, staff and Board of Trustees faced the challenge of delivering continued high quality service with a restricted budget. The year unfolded, the challenge was admirably and successfully met and both community and non-resident use of the library increased steadily. Trustee involvement included assistance to the Director in promoting the upgrading of staff salary and benefit improvement after two years of voluntary staff cutbacks. Trustees worked with the Finance director to bring the Trust Funds accounts to an understandable level and to set up regular quarterly status reports. Trustees served on a subcommittee evaluating Bookmobile service and planning for needed Bookmobile maintenance. Several library policies were reviewed and tailored to reflect current trends regarding citizens' constitutional rights with respect to library access and use. Working with the Director, library services were prioritized so sound decisions can be made if additional service reductions are forced by a tight budget. Despite the pressures of the economy our top priority remains the delivery of quality service to a community that desires more service.

Much help and support was forthcoming in 1991 and the success of the library depended on all responsible. The Friends of the J.V. Fletcher Library, Inc. held a fund raiser "Murder In The Library" using proceeds to purchase a computerized Compact Disc-Read Only Memory (CD-ROM) machine that now serves daily duty helping researchers access periodical literature. Such supplemental funding makes the difference in maintaining the excellence of Library facilities. Thanks, Friends. The increased workload created by circulation growth would be impossible to handle without the dedicated efforts of our volunteer workers. For your efforts we thank you. This library is outstanding due to the continued attention to maintaining quality library service shown by a great staff who again accepted a loss in pay this year due to budget cuts. Thank you, staff. Finally we recognize with special thanks, the never ending professionalism exhibited by our Director, Ellen Rainville. This year marked her 19th year at the J.V. Fletcher Library, her 7th as Director.

Trust Fund expenditures this year paid for several Children's programs attended by hundreds of Westford youngsters. Best attended was the New England Aquarium Traveling Tidepool. Passes to the Museum of Science, Drumlin Farm, and Boston Museum of Fine Arts purchased with Trust Funds were heavily used by local families. Building needs financed by the Trustees included the replacement of an expensive circulating pump and the installation of hand rails in the meeting room. Cash awards from the Ellen Downey Rainville Continuing Education Fund were made to Linda Schreiber and Shukla Biswas for assistance in course work upgrading their professional skills.

1992's tight budget challenges the Trustees to seek ways to maintain high quality service and facilities while the demand for library services increases; finding the way to meet these needs will occupy much attention in 1992 as the Board is committed to delivering the best service possible to Westford.

Richard E. Kenyon, Chair
Denali Delmar
Nancy O. Russo
Judy K. Nelson
Dorothy M. Swanson
Sandra L. Kelly

OPERATING EXPENSES ACCOUNT: 6100.40

NO.	ITEM	ALLOCATED	EXPENDED THRU 6/30/91	BALANCE TO DATE
627	Books, Adult*	24348.00	26646.32	−2298.32
628	Books, Juvenile*	20054.00	22681.95	−2627.95
1658	Standing Orders*	18000.00	14061.80	3938.20
637	Periodicals*	7200.00	6922.70	277.30
1676	Prof. Journals*	200.00	265.20	−65.20
629	Micro−Products*	3950.00	4210.12	−260.12
638	Prof. Memberships	250.00	140.00	110.00
633	Training/Conf.	500.00	796.00	−296.00
629	Fine Arts/AV*	3000.00	3858.64	−858.64
641	Binding	200.00	0.00	200.00
598	Insurance−−Bonding	370.00	0.00	370.00
596	Equipment−−Purch.	1350.00	703.00	647.00
1668	Bookmobile	1900.00	2919.99	−1019.99
604/620	News. Ads/Publicity	2000.00	2277.14	−277.14
631	Personal Auto	850.00	581.68	268.32
610/611	Postage/Meter	2470.00	2351.26	118.74
615	Library Supplies	3750.00	4440.56	−690.56
616	Office Supplies	3000.00	2869.99	130.01
1638	Equipment Repair	1650.00	1554.69	95.31
595	Building Repair	1800.00	1422.33	377.67
625	Janitorial Supplies	4500.00	3972.63	527.37
1638	Microfiche Reader/Pr	400.00	606.90	−206.90
606	Contractual Serv. −− C	875.00	522.70	352.30
593	Electricity	20014.00	20726.00	−712.00
1597	Gas	10500.00	6766.88	3733.12
594	Water	400.00	277.50	122.50
609	Telephone	725.00	708.96	16.04
1858	Telecommunications	1100.00	568.84	531.16
1859	MVLC Maintenance	26500.00	27286.00	−786.00
600	Uniform Allowance	810.00	810.00	0.00
1655	Elevator Maint.	1830.00	2189.42	−359.42
1638	HVAC Maint.	1200.00	2448.87	−1248.87
590	Septic Syst. Maint.	500.00	250.00	250.00
596	Contract −− Fire Syst	650.00	1471.25	−821.25
	TOTAL	166846.00	167309.32	−463.32
	DEPOSITS	472.78		
	ADJUSTED TOTAL	167318.78		
	TOTAL UNEXPENDED	9.46		

* Must = 15% of total Library Budget.

LIBRARY SALARY ACCOUNTS

ACCT.NO/NAME		APPRO.	EXPENDED	BAL.
6100.13	LIB. DIR.	35029.00	35029.00	0.00
6100.14	ASST. DIR.	29831.00	29831.00	0.00
6100.15	CLERICAL	16392.00	16392.00	0.00
6100.16	CUSTOD.	19933.00	19339.18	593.82
6100.27	LIBRAR.	97940.00	95943.48	1996.52
6100.28	LIB. ASST.	141865.00	141850.43	14.57
6100.38	LIB. PAGE	5688.00	4829.46	858.54
TOTAL:		346678.00	343214.55	3463.45

J.V. FLETCHER LIBRARY TRUST FUND EXPENDITURES FY91

LIBRARY TRUSTEE FUND	#672	163.62
ALL PURPOSE TRUST FUND	#673	1740.32
BOOK FUND	#674	0.00
LECTURE TRUST FUND	#675	970.00
J. V. FLETCHER TRUST ACCT	#676	11372.70
EDR CONT. EDUC. FUND	#677	500.00
TOTAL EXPEND. ALL FUNDS:		14746.64

Respectfully submitted,
Ellen Downey Rainville,
Director

Hats off to Roudy!

· · · · for what we do!

Despite these troubled financial times, Roudenbush continues to be a going concern. We provide an ever-expanding variety of services to thousands of Westford residents. In return we have enjoyed the support of the Westford taxpayers for the past sixteen years. We couldn't exist without that support, but the financial burden to the Town -- right around $80,000 -- is very small when compared with the services offered. In addition to the services, last year the Roudenbush staff and instructors, most of whom are Westford residents, received $412,000 in salaries. (For those of you who have ever wondered where your registration fees went, now you know!)

· · · · to our dedicated staff and giving volunteers.

Roudenbush is blessed with people who take pride in their work. Not only the teachers, but the custodians, directors, and volunteers as well. Nancy Thorstensen put in a huge effort to straighten up our bookkeeping. When she can't be there, Roudy friend Truda Wilson volunteered to learn the program and take over. Time is the most precious gift and Roudenbush is rich in volunteers who give a lot and work hard.

· · · · to our community.

Roudenbush is fortunate to have the support of a wonderful community. Especially we would like to thank you for your confidence at the annual town meeting in granting us custody of the Frost School when the School Department returns it to the Selectmen. As with the Old Nab and Roudenbush itself, we'll do our best to keep it up. In this small space, we can't even begin to list everyone, so let one big THANK YOU do for all.

· · · · to our buildings.

They're worn and torn, but they're ours and we love them. Despite the difficult financial times, we managed to keep them up even better than we expected. The roof at Roudy has been repaired (even surviving the hurricane) and now keeps us dry. The gym has been largely redone and even has some new gymnastics equipment. The computer cave is open. The playground has been improved. And in many places you will find new paint, new lights, and even some updated equipment. They look good.

· · · · to our Director.

Janice Ruell has just completed her second full year as Director. Her ever-positive attitude and exceptional supervisory skills are clearly reflected in the success of the Roudenbush Community Center. Of course, she did have a five month absence in order to have her third child, Rosemary, but Roudy did not suffer in her absence.

· · · · to Ellen Harde!

We were extremely fortunate to have Ellen Harde step in as Acting Director. This was the culmination of 15 years of work for Roudy by Ellen. Suffice it to say that without her unflagging efforts, Roudenbush Community Center would only be a shadow of its current self. Thank you and God bless!

· · · · to Barbara & Gordon Seavey.

A gift from heaven came in the form of ten thousand dollars worth of stock from this extremely generous Westford couple. We will make good use of it in your honor. Thank you!!

. . . . to the Old Nabnasset Children's Center.
Somehow, Joyce Cantore and her staff keep everything on an even keel. The Day Care is full to overflowing; the closing time has been moved to 6:00 pm; and they hope to accomodate 6th graders next year. In their spare time, they have organized a Middle School club during the summer.

. . . . to the Preschool at Roudenbush.
Thanks to a generous gift of time, materials, and expertise by Greg Dana, a small house was added to the playground. This house was dedicated to Cindy Chisholm. Liz Mayer and her staff are making a fairly extensive self-evaluation designed to improve services. In lieu of Christmas presents this year, parents donated to the Floating Hospital Children's Cancer Center.

. . . . to our Programs.
Despite giving the very profitable Ski Day to the Recreation Department, Patti Mason and Joy Courcy have managed to develop enough exciting new programs to stay afloat. From the computer cave to corporate volleyball, from summer camps to body sculpting, from extra sessions of gymnastics to SAT review, our programs are an intricate part of our community.

. . . . to our Health Services.
Roudenbush, working with town nurse Sandy Collins, hosts a variety of the Westford Board of Health's programs. Included are adult health maintenance, well child clinic, pap smear clinic, and immunization clinics. Also featured are a variety of screenings. A recent addition is the Lowell Family Service counseling services. All these are held in the Health Services facility in the lower level of Roudenbush. Appointments are necessary for most clinics and in some cases a small fee is charged to cover the cost of supplies. CPR classes are also offered on a regular basis.

. . . . to the Roudenbush Associates.
Once again this wonderful group of volunteers has raised sorely needed funds for capital improvements. The Auction raised over $14,000 this year, a new record. Rest assured that it will be well used to better service the people of Westford. We are most grateful for their efforts.
Roudenbush Associates Board of Directors:

Susan Hamalainen, President	Muriel Drake	Phil Cantore	Andrew Kusmin
Veronica Otto, Vice President	Antoinette Cairns	William McGuire	Ellen Harde
Frank Pennella, Treasurer	Barbara Melvin	Truda Wilson	Daphne Lincoln

Susan Scott, Recording Secretary Nancy Delone, Correspondence Secretary

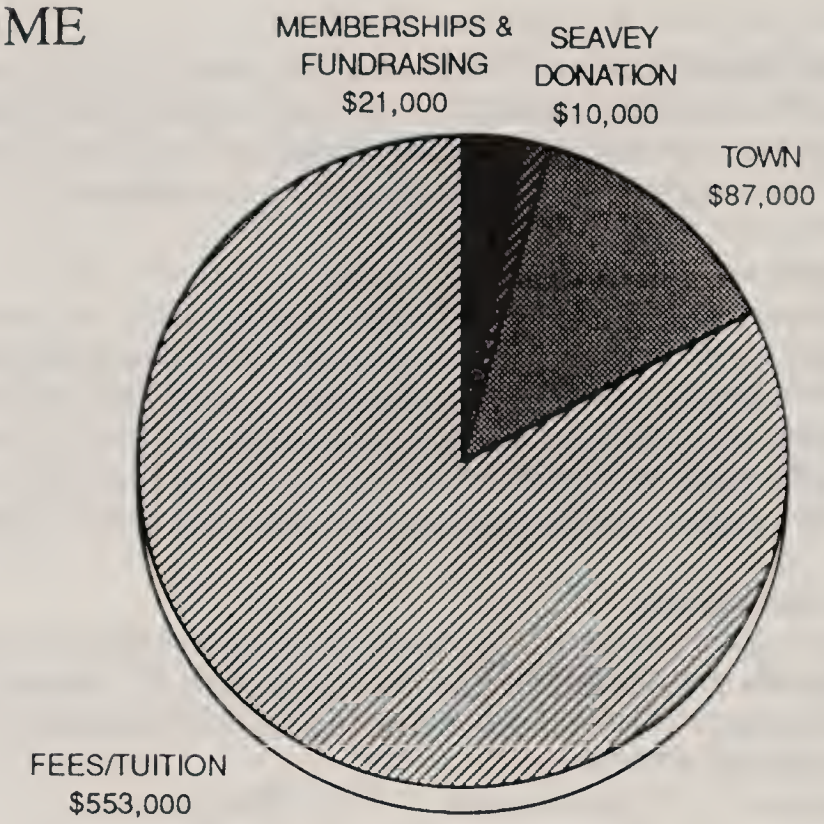
. . . . to all who helped with our finances.
We are proud to continue to operate Roudenbush while asking the taxpayers to pay only a small percentage of our costs. Most of our income is derived from fees & tuitions, from contributions and from the Associates' fundraisers. We do cut our budget extremely close and finished the last fiscal year with a surplus of only 2%. Much of that money will be used to offset the refurbishment of the Frost School. A financial report for FY91 follows.

Respectfully submitted,

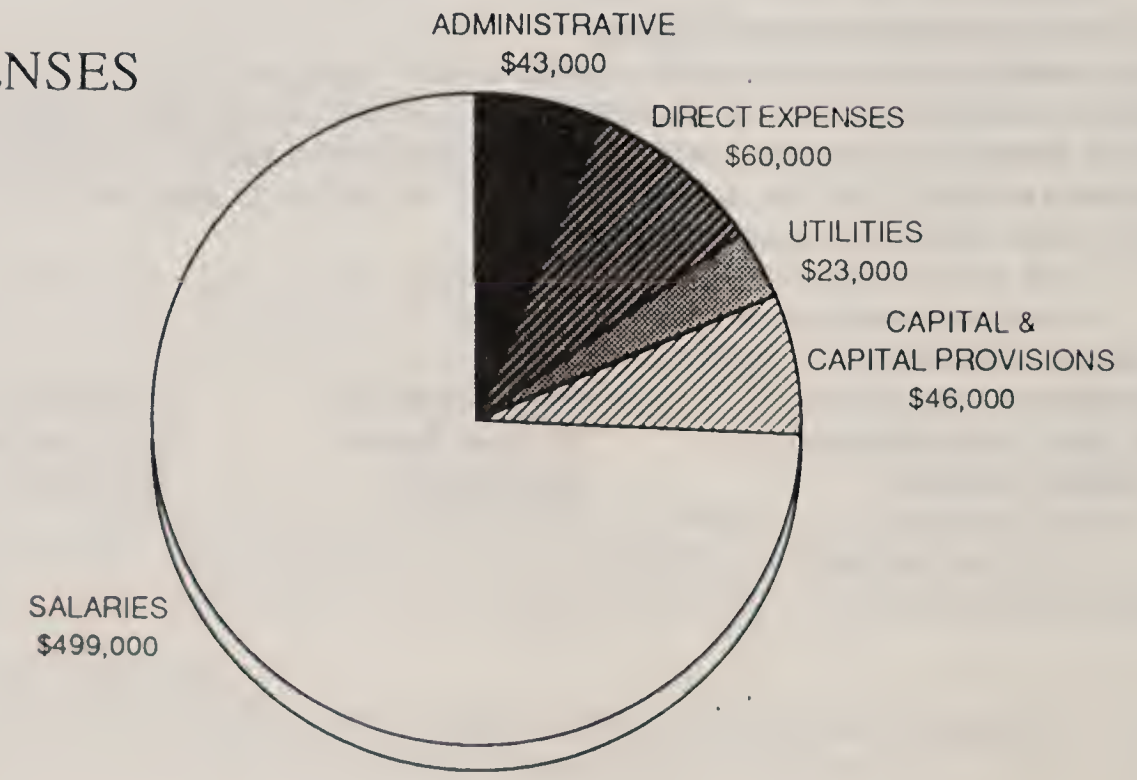
Jack Mangan, Chairperson	Peggy Baranowski	Marcia Dana
Emily Teller, ViceChairperson	Christine Robbins	Don Whitehouse
Tim Butler, Secretary	Stella Snyder	Jack Viera

ROUDENBUSH FINANCIAL SUMMARY
FISCAL YEAR '91

INCOME



EXPENSES



NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Serving the Towns of Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend and Westford.

DISTRICT SCHOOL COMMITTEE

Thomas Carey	Chelmsford
Robert Union	Westford
Ellen Hargraves	Groton
Howard Burns, Chairman	Pepperell
John Donohoe	Chelmsford
Stratos Dukakis	Chelmsford
Augustine Kish	Littleton
Irene Machemer, Vice Chairman	Townsend
Karen Johnson	Shirley
Charlotte Scott, Secretary	Westford
Jerilyn Bozicas	Pepperell
Joan O'Brien	Westford

ALTERNATES

Harvey Atkins, Jr.	Littleton
Stephen Dunbar	Townsend
Kevin Finnegan	Westford
L. Peter Noddin	Shirley
Jordan Waugh	Groton
Ronald Wetmore	Chelmsford
Alfred Buckley	Pepperell

ADMINISTRATION

Bernholdt Nystrom	Superintendent-Director
David McLaughlin	Assistant Director/Principal

SUPERVISION

Victor Kiloski	Academic Coordinator
Paul Royte	Guidance Director
Paula Page	Special Education Coordinator

Nashoba Valley Technical High School's enrollment, as of October 1, 1991, is as follows:

Chelmsford	110
Groton	41
Littleton	33
Pepperell	87
Shirley	47
Townsend	51
Westford	71
Tuitioned	66
Total	506

Nashoba Valley Technical High School is accredited by the New England Association of Schools and Colleges, Inc. and provides its students with on-the-job training, saleable skills, a co-op program, a high school diploma, a trade certificate, an opportunity for further education at a college of their choice and job placement.

Over the past decade, the record of employment for our graduates has averaged more than 90%. Each year, qualified seniors may elect to take advantage of our Co-op Training Program which allows senior students to work in industry during their shop weeks and receive valuable training in their chosen fields as well as a salary.

The following programs are offered at Nashoba Technical High School:

Technical Programs

Auto Body
Automotive
Carpentry
Culinary Arts and Baking
Data Processing
Drafting
Electrical
Electronics
Horticulture/Landscaping
Machine
Medical Occupations
Metal Fabrication
Painting and Decorating
Plumbing and Heating
Printing
Building & Grounds (Sp. Educ.)
New Program offered this year - Office Technology

Academic Programs

English
Social Studies
U.S. History
Consumer Education
General Mathematics
Algebra
How to Start Your Own Business
Geometry
Trigonometry
Advanced Mathematics
Biology
Physics
Chemistry

In addition to the technical and academic programs, a full Inter-Scholastic Athletic Program is offered to the students.

ADULT EDUCATION

Nashoba Valley Technical High School's Adult Education Program is open to anyone of high school age or over. Residents from all communities are welcome to participate in the many diversified courses which are offered during both the fall and spring semesters. This year 448 students enrolled in our Adult Education Program during the fall semester.

ADULT DAY CLASSES

This year, to accomodate district citizens who are unemployed or underemployed, the Nashoba Tech has offered to accept adults into some of the technical programs where seats were available. This program helps unemployed or underemployed attain the skills needed to find a new position or better qualified in their present positions, thereby offering the underemployed a chance at promotions.

ZONING BOARD OF APPEALS

The Zoning Board of Appeals is a quasi-judicial body of five members and two associate members chartered under both State Law (Chapter 40A) and the Westford Zoning Bylaw to act in four primary areas:

Variances:
To hear and decide on petitions, regarding particular land or structures, to deviate from the provisions of the Bylaw. This is a serious matter in that the petitioner is seeking a sanction to violate the requirements of a Bylaw passed by at least 2/3 of those voting at Town Meeting. Accordingly, Chapter 40A requires that the petitioner show that very specific conditions for appeal are met and that neither the intent and purpose of the Bylaw, nor the public good will be harmed.

Special Permits:
To hear and decide on petitions for uses specifically enumerated in the Zoning Bylaw, but requiring review and approval by the Board of Appeals. The petitioner must show that the general and specific provisions of the Bylaw are met, and that the use is "in harmony with the general purposes and intent of the Bylaw".

Appeals:
To hear and decide on appeals to a decision of the Building Inspector or his/her failure to enforce the Zoning Bylaw.

Comprehensive Permits:
To hear and decide on petitions to build affordable housing units, and seek relief from specific requirements of our Zoning Bylaw under the State's "Anti-Snob Zoning Act", Chapter 774.

Our case load for this year remains at about the same level as last year, with 31 cases heard:

Variances (dimensional) for yard size or frontage	21
Special Permits for conversion of a single family dwelling for two or up to four families	3
Other Special Permits	5
Appeal of decision of Building Commissioner	2
Cases Withdrawn by Petitioner	1

In looking back at the year's cases the Board notes:

Builders and related professionals have a special obligation to adhere to all town bylaws. While it is not to be taken lightly when an average citizen violates regulations, it is especially onerous when a builder or other professional does so. It is, after all, their business to understand and comply with regulations, and put in place whatever management controls are appropriate to insure all their

employees, subcontractors, vendors and agents to do likewise. There has been a disturbing trend in recent years for this obvious professional obligation not to get the proper level of attention and then to approach a Board for "forgiveness" when caught. It would not be inappropriate to see Boards be less "forgiving" in the future. To do otherwise would ill serve the vast majority of people who strive to comply fully.

The Board welcomes testimony from Town Boards and interested citizens, in addition to that of the parties directly in interest, in order to obtain the broadest input in reaching its decisions.

A matter of considerable concern is the lack of clear house number identification, in violation of Town Bylaws, that is very wide spread throughout town. For our Board, it is a matter of relatively small importance if we have difficulty trying to find a property to preview before a Hearing. Our main concern is for our ambulance, fire and police services, in this case seconds count. People can suffer increased injury or loss of life if emergency services can't immediately find the right house. The situation is particularly critical in the case of common drives (the end of the drive, each fork and each house should have clear number designations) and some developments that have unusual numbering sequences. The numbers should be large (the Bylaw specifies 2 inches minimum), clear (not script or stylized), and plainly visible from the road (not hidden by bushes, placed in unusual locations, and not in a low contrast color that is hard to distinguish from the surface it's mounted on). Having the numbers on the mail boxes as well will be a help in an emergency and will help letter carriers as well.

Our emergency service providers are among the most capable and committed to be found, but they need help from all of us. A half hour's time and a few bucks expense will be well repaid when literally seconds count and a person's life and well-being are in the balance.

Respectfully submitted,

John Cadigan, Chairman
Ronald Johnson
Roger Hall
Robert Tierney
Ellen Doucette
Jay Enis, Associate
David Earl, Associate

CEMETERY DEPARTMENT

This year the Cemetery Department has managed to maintain its operations (as Town cutbacks in funds have reached this Department as well). One step taken, to help offset cutbacks, was to blend our Superintendent in with the Parks Department to create a more efficient labor work force, and level of service.

This year we have had 36 full burials and 6 cremations along with the sale of 53 graves. Through the generosity of labor from the Nashoba Tech students, and donations from the American Legion Post 159, the Westford Rotary, Gordon Seavey, Barbara Greenslade, and an anonymous donor for materials, the Gazebo in the Fairview Cemetery is in the process of being restored.

We would also like to acknowledge our appreciation for: the stockade fence around the dumpster donated by Mike Durand; the name engraving at the Hillside Cemetery donated by the family of the late Claire Westwood; the trash barrels donated by Helen Smith; and the replacement of the old hand pump at the Fairview Cemetery donated by Barbara Greenslade.

At the Westlawn Cemetery water has been restored, and a large pine tree that had died has been removed.

The Westford Cemetery Department operates under Chapter 114 of the Massachusetts General Laws.

Respectfully submitted,

Brian Vaughn
Mike Durand
Barbara Greenslade

REPORT OF THE BY-LAW ENFORCEMENT OFFICER

Dogs Impounded	107
Dogs Loose	179
Dogs Lost	163
Dogs Killed	16
Dogs Barking	17
Dog Bites	27
Report of Abuse	5
Vicious Dog	6
Dogs Disposed Of	16
Dogs Adopted	13
Leash Law Citations	2
Cats Killed	58
Cats Lost	50
Skunks	14
Squirrels	3
Raccoons	79
Possums	15
Woodchucks	6
Beavers	5
Rabbits	6
Coyotes	2
Deer	13
Animals taken to Veterinarian	3
Junk Cars	5
By-Law Violations	3

Money Turned over to Town Treasurer $739.00

My thanks to all Departments for their assistance this past year. My personal thanks to Carlton Rooks for his most dependable assistance. Carlton retired this year after five years as Assistant Dog Officer.

Because of financial restrictions, I was unable to help with many animal problems this year.

Dog licenses are due January first of each year. Please put your dog license or some other type of identification on your animal so they can be returned to you more quickly.

The Rabies Clinic has grown each year with more than 120 dogs and cats innoculated. With rabies in Racoons becoming more of a threat, it has become more important to have both dogs and cats innoculated this year for both the health of your animals and yourself.

Respectfully submitted,

George S. Fletcher
By-Law Enforcement Officer

WESTFORD MUSEUM

The Westford Museum opened for the 1991 season on June 15th in conjunction with the Strawberry 'N Arts Festival on the common. The major exhibit this year was a collection of children's favorite toys, dolls and books dating from 1880's to the 1960's that were loaned by members of the Board and Friends. This exhibit was in place until the Museum closing in November.

Another special event was the Museum's participation in the 100th Anniversary Celebration on June 22nd, at which time, not only graduating class photos were on dispaly but yearbooks in the new bookcase and graduation programs, dance cards and other memorabilia were brought out of accessions.

On October 19th the Academy celebrated its Bicentennial with a parade, banquet and other events, and the four Academy buildings were open to the public. At the Museum, the original Academy building, visitors were able to view a collection of receipts of the first students and other old documents dealing with the formation of the first Board of Trustees, the laws of the school, articles of incorporation and other interesting hand-written papers from the years 1792 to 1794.

Also, at this time, one of Westford's most famous residents and Academy graduate, Pat Bradley was accepted into the Ladies Professional Golf Association Hall of Fame, the culmination of a long and prestigious career. An exhibit chronicling her many achievements was on view.

The season closed on November 3rd with the annual Old Timers Day, when long-time residents were invited to the Museum for a get-together hosted by members of the Board and members of the Westford Academy National Honor Society. Their participation in this event is a part of community service projects required of all academy students.

In addition, the Museum was open for one day on May 18th to celebrate the Westford Apple Blossom Festival. An exhibit dealing with the history of the apple industry and the festival was on display.

The Museum also provided tours for two scout groups, a private showing for the Bradley family, and was opened for individuals doing research on genealogy and for college degrees.

The Historical Society held their meetings upstairs in the Museum:

April - Civil War slide show and Civil War Living History Presentation.
May - Slide presentation of colored glass in old Lowell homes.
Sept. - John H. Mitchell spoke on his book "Ceremonial Time - 15,000 Years on One Square Mile Bordered By Forge Pond and Beaver Brook".
Nov. - Guillemette Brothers (Mohawks) on Indian Culture.

The Membership Committee has reported 154 memberships to date in response to a town-wide mailing.

The Accessions Committee reported only two articles entered into accessions due to the loss of the services of two volunteers.

Maintenance Report: A lilac bush donated by Gordon Seavey was planted beside the cottage. The cottage was painted by a teacher supervised group of Academy students as part of community service. A bookcase was constructed by Nashoba Tech students and installed in the upstairs hall to display Academy and Tech Yearbooks. Nashoba Tech students also covered the large library table with naugahyde. Shelves were installed in the bathroom and Accessioning room.

In addition to the above projects, the Maintenance Committee meets weekly to care for the Museum and grounds.

The Museum is open from 2:00 - 4:00 PM on Sundays from mid-June to November, as well as by appointment. A gift shop located in the Museum sells old maps, lithographs of Westford and Graniteville, Histories, stationery and various other items related to the Museum and Westford.

The Meetings of the Friends of the Westford Museum Board of Directors are held on the first Thursday of each month at 9:00 AM. All interested Westford residents are invited to attend and become involved. This group is entirely volunteers and new volunteers are needed.

On a sad note, the Board of the Museum would like to acknowledge the contributions of Ruth McDonald, Board member and Secretary of the Westford Academy Alumni Association, who passed away this year. Ruth was a native of Westford and a graduate of the Academy. She was an enthusiastic and willing worker and her presence will be missed.

Respectfully submitted,

Ginny Berkowitz
Lloyd Blanchard
Lewis English
Connie English - Curator
Elwin Bagley
Alex Belida
Eva DeForge
Madonna McKenzie
Charlotte Scott
Marion Thompson

AFFORDABLE HOUSING COMMITTEE

The Committee's major activity this past year centered around working with the developer of Haystack Estates Affordable Housing Development. A lottery was held in August for applicants who were eligible to apply for the units. Prior to the lottery, ads were placed in area newspapers that applications were available and everyone who had contacted the Committee regarding the development was sent information on how to apply. Throughout the summer, the Committee reviewed the applications to determeine the categories into which the applicants would be placed, i.e., Minority, Westford Resident, or Non-resident, and whether they were eligible for MHFA and HOP financing. Screening for financial status and eligibility was done by the screening agent and the financing institution. The lottery determined the order in which the 90 successful applicants for the 30 units could apply and the category into which they would be placed. Groundbreaking for the developemnt occurred in October and construction is underway.

Other activity has been to continue working with the Town to determine if the Tyngsboro Road parcel is suitable for a small affordable housing development and discussions with the Housing Authority on possible joint projects.

Respectfully submitted,

Phyllis Stewart, Chairperson
Steven Boudreau, Vice-Chairperson
Nancy Curtis LeGacy
Peter Fletcher
Geoffrey Hall
Robert LeGacy
Thomas Paul

CABLE TELEVISION COMMITTEE

In 1983, pursuant to the authority of the General Laws of the Commonwealth of Massachusetts, the Board of Selectmen, as the issuing authority of the Town of Westford, granted a final Cable Television License to Nashoba Cable authorizing and permitting Nashoba to construct and operate a cable television communications system within the Town of Westford. In 1987 the Federal Government deregulated cable television services. This act eliminated the Selectmen's control over Nashoba's pricing of cable television services.

Pursuant to the license, the Cable Television Committee has the following duties and responsibilities: (a) create policies, handle complaints and supervise ongoing matters concerning administration and other matters related to the cable system on behalf of the Town; (b) assist Nashoba in establishing procedures and rules governing the use of cable equipment and access channels for the public; (c) provide and gather information regarding the public's interest; (d) assist in the budgeting and management of the Westford Cable Television Local Origination Fund; and (e) offer advice on consumer complaints, programming and services offered by Nashoba Cable. The Committee acts solely in an advisory capacity and has no direct authority over Nashoba Cable.

Problems related to cable services in the Town of Westford should initially be directed to Nashoba Cable, 692-6500. Problems which can not be resolved with Nashoba should be directed to the Cable Television Committee, mailing address: Town Hall, 55 Main Street, Westford, MA 01886. The Committee holds public meetings monthly every second Wednesday at 7:30 PM at the Westford Town Hall. Any matters which can not be resolved by the Committee are referred to the Selectmen.

The focus of the Committee has been on local programming. Westford's local programs are telecast on cable channel 8 as follows: Monday evening - School Committee Meetings, Tuesday evening - Selectmen's Meetings, Thursday evening - Special Events.

Local programming is based on volunteer talent and crew. Nashoba Cable provides workshops free of charge to any Town resident interested in television production. Equipment, supplies and technical support are provided by Nashoba Cable and are paid for by the Local Origination Fund. Per the License, Nashoba contributes 3% of subscriber fees to the Fund.

Respectfully submitted,

Kenneth Dwyer, Chairman
Donald Bradanese, Vice-Chairman
Jack Kavanagh, Secretary
Terry Stader, Treasurer
Bill Koester
Bill Ewers
Christine Peik

LEGISLATIVE ACTION COMMITTEE

The Legislative Action Committee (not a Town appointed committee) was created in the autumn of 1991 as a direct response to a worsening economic climate in Massachusetts and, likewise, in Westford. Many citizens have begun to realize that it is impossible for us to properly plan for the maintenance and betterment of our institutions when we do not have dependable sources of income with which we can do long-term planning. The Legislative Action Committee seeks to address funding problems at their source. To this end, our first meetings have largely been ones of information gathering, involving much reading and discussion. We are beginning to focus on specific matters in Westford, and it is expected that within the coming year we will make the transition from information gathering hopefully to what will be perceived as informed action.

Our meeting in March will be co-sponsored with the League of Women Voters. Senator Bob Durand will be giving a talk on "The Massachusetts Economy: Where are we Headed?". In addition to maintaining constant contact with our state senator and representative, we have been communicating with members of the Vision Committee and other Town organizations where, as in the instance with the League, there is overlap in pursuit of a given issue. Outside of our Town we have established contact with members of the Citizens for Limited Taxation, Suburban Coalition, Massachusetts Municipal Association and the Secretary of Finance's Office. Further forums, aimed at informing the public as well as ourselves, are being planned for the near future.

Membership or participation in the Legislaitve Action Committee is always open to the public. Regular members of the committee are Kathy Bell, Gloria Black, Peter Meadows, Paul Murray, Ellen Rainville, Doris Sirois, Jack Wrobel and Gunar Zagars. Other associated members, who, although not attending regularly have nonetheless made valuable contributions, are Dennis Calvin, William Connell, Jr., Mark Dec, Sharyn Fagone, Laura Parisi and Diane Ryding.

In sincere appreciation and gratitude, we must single out our Town Manager, Bob Halpin. Bob has not only made his personal library with its wealth of information accessible to us, but has himself always been willing to address both us and our questions, which occasionally has involved coming to our meetings. We are probably not the only group in Town that is grateful to him.

The PARKERVILLE SCHOOLHOUSE

The Parkerville Schoolhouse Committee was formed to preserve and maintain the last remaining one-room schoolhouse in Westford. The committee's main objective is to provide a Living History Program for the students of Westford, which is to experience what a typical school day was like during the turn of the century, as well as a meeting place for various group activities.

Fund raising activities consisted of many projects, such as operating a booth at the, the Strawberry Festival, and the Christmas Bazaar. Friends also put together a float for the Apple Blossom Parade and walked in the Westford Academy Bicentenal Parade.

Improvements with the Schoolhouse and grounds include: A new septic system was installed and plans are being made for a handycap bathroom.

Maney of the schools in town helped in putting together a cook book by students sending in famiely recipes. The book "Class Cooks" has been wery successful.

As to help preserve the History of the Schoolhouse, oral recordings of former Students and their recollections are Still being collected.

Some acquisitions acquired during the year were: Antique school desks, books, and slates.

The successful beginning to this continuing project is due to the generosity of many people and merchants in and around the town with it's assistance and efforts. Also, special thanks to the Selectman and all other town officials who have shown great support and assistance in this worthwhile project, which we, the Committee, feel will benefit all town residents.

The Meetings of the Friends of the Parkerville Schoolhouse are held on the 2nd Tuesday of each month, suggestions and ideas are always welcome.

Respectfully submitted,

Mary Jane Plaisted, President
Roger Plaisted
June Kennedy
Warren Carson
Jennie Johnson
Carrol Rice
Joe Spadano
Amy Spadano

SOLID WASTE ADVISORY COMMITTEE

The facts and figures for recycling for 1991 are as follows:

1. Curbside:

Glass	233.67 tons
Tin/Aluminum	51.78 tons
Plastic	22.72 tons
TOTAL	308.17 tons

The Participation rate in the curbside program was about 73% of Westford's 5,209 households in 1991, according to Laidlaw Waste Systems, who assumed the curbside recycling contract in January, 1991. The above tonnage is for Jan. to Nov. 1991.

2. Newspapers:

Quantity Collected	634.59 tons
Tipping Fees saved	$41,883 ($66 per ton)
Program costs	$6,000
Net Town savings	$35,883

Volunteer organizations continue to provide the team spirit and arm power the 3rd Saturday of every month. Barbara Melvin has run this program since the fall of 1990, with great success.

3. Third Class Mail:

Tons	64.0 tons
Tipping fees saved	$4,224

On July 20, 1991, the Town began collecting third class mail (magazines, advertising, appeals, white paper) at the Rt. 110 collection site, on the 3rd Saturday of each month, alongside the newspaper collection. This paper goes to Marcal Paper Mills of Elmwood Park, New Jersey, to be recycled into paper towels, dinner napkins, facial tissue, and toilet paper.

4. Office Paper Recycling:

On July 8, 1991, an office paper recycling program went into effect at the Town Hall, Library, DPW, Water Department, Cemetery Office, and elderly housing. On July 20th, the program was expanded to include third class mail. Special acknowledgement goes to the Library staff for their outstanding dedication to this recycling effort.

5. Leaves:

Ongoing, at Laughton's Nursery, 31 Lowell Rd.
Monday - Saturday 9:00 AM - 4:30 PM
No tonnage figures available.

6. Waste Oil:

The collection depot for waste oil opened at the Center Fire Station in April, 1990. The program charges a disposal fee of $1 per gallon to residents, and collection is overseen by Fire Department personnel. In 1990, over 500 gallons were collected by Dennison Oil of Hanson, MA for reuse, and the program was $250 in the black. In 1991, 1,100 gallons were collected, and the program netted $754.

Hours are Saturdays 10:00 AM - 4:00 PM

7. Christmas Trees:

In January 1991, many residents again took advantage of the annual Christmas tree recycling program. The trees were taken to the Town Highway Garage to be recycled into wood chips.

8. Yard Waste:

The Selectmen prohibited the inclusion of yard waste in trash as of April, 1991, in anticipation of a statewide ban that went into effect December 31, 1991. Prior to the ban, yard waste added significantly to fall and spring tonnage.

9. Public Education:

a) Two townwide mailings, paid for by Laidlaw Waste Systems, to explain the curbside program to residents.
b) Recycling curriculum taught in grades K-12 in spring 1991, with copying costs paid for by Laidlaw.
c) Created a "Westford Recycles" mini-float for the Apple Blossom Parade, pulled by Gerry DiBello and Ann Eno.
d) Phyllis and Russ Grace, and Gerry DiBello, prepared a program on recycling for the Young Astronauts Program at Roudenbush, which they presented in January 1992.
e) Ellen Harde spoke to four science classes at Westford Academy about recycling.

10. Financing Trash Disposal:

In February, 1991, the Committee held a public forum at the request of the Board of Selectmen, to gather input on various alternative ways the Town could finance its trash costs. One idea presented was an override for trash, which would keep the homeowner's cost tax-deductible, but would charge based on property value. Also discussed was a fee system, which would charge based on how much trash a homeowner put out, with some consideration for low-income residents. Both these solutions could cover some or all of the current trash budget, releasing that money for other Town expenses.

Two other ideas were discussed. A transfer station could be built, if a suitable site could be found and voter approval coud be won. The Town voted down a transfer station in 1985. Or the Town could get out of the trash business altogether, by licensing a group of private haulers, with whom homeowners would individually contract for trash removal. In all cases, the Town is contractually obligated to take its tonnage to the NESWC incinerator in North Andover.

The Selectmen placed a question on the May 1991 ballot asking if a fee system should be implemented to pay for trash, but took no position on the question. The question was defeated.

Conclusion:

The committee looks forward to assisting the Town again in 1992 in reducing trash costs to the Town while disposing of our waste in more environmentally responsible ways.

Respectfully submitted,

Ellen Harde, Chairman
Barbara Melvin
Ann Eno
Phyllis Grace
Elizabeth Michaud
Gerry DiBello
Victoria Phillips

WESTFORD ARTS COUNCIL

The Westford Arts Council (WAC) is responsible for inviting, reviewing and approving grant applications from area artists and arts-related organizations. Funds available for grants are allocated to WAC by the Massachusetts Arts Lottery Commission. The Commission receives its funds from the state's lottery games.

In 1991 WAC received 12 applications and approved 8 for all or partial funding in the amount of $3,700.00. These included:

Westford Regional Art Event
Roudenbush Community Center
Indian Hill Arts
Nabnasset PTO
Abbot/Day Middle School
Kindergartens at Westford Academy
Recreation Department
Westford Suzuki School

P.A.S.S. Robinson School

The Council also gave two $250 scholarships at Westford Academy.

Respectfully submitted,

Geraldine Beck, Co-chairperson
Robert Nicoson
Patty Mason
Janet Rice
Andrew Kusmin
Eileen Seamonds
Susan DeAmicis

WESTFORD PUBLIC SCHOOLS

1990-1991 OVERVIEW

During the 1990-91 year we saw the Westford Public School's long-term vision for educational facilities become a reality with the commencement of construction on the Blanchard Middle School and the transition of the Robinson play area into a gymnasium. Upon completion of this construction, anticipated enrollment increases can be accommodated and all students will enjoy up-to-date equitable facilities.

As predicted, the K-12 student enrollments continued to increase. This growth, when combined with reduced State reimbursement and a level-funded local budget, resulted in larger than desired class sizes. The need for additional elementary space was temporarily satisfied with the construction of the Robinson gymnasium. This gym space housed four classrooms. The increased number of Kindergarten students required additional space at Westford Academy. The Academy, including the Kindergartners, housed a total of 1100 students.

Throughout the year, staff and administration spent considerable time assessing how to best organize the K-8 program in anticipation of the Blanchard School opening; much study and collaborative participation must take place to ensure the smooth transition for September 1992. The total K-8 staff immersed itself into this task and spent the year identifying goals which must be met, developing strategies, and formulating an action plan to ensure that a smooth transition will occur.

By maintaining a level-funded operational budget for the second consecutive year, we had to eliminate and/or reduce numerous educational programs as well as various administrative, clerical, and building operational support services. We eliminated our middle school Gifted/Talented program, the K-12 strings program, and the entire K-8 Library program. Fiscal constraints also resulted in a reduction in our K-5 general music and art programs and a drastic increase in student activity fees. We further reduced Kindergarten Teacher Assistants by 50% and made the Director of Curriculum and Instruction a part-time position. The overall effect of these reductions is a less comprehensive educational program and an inability to maintain our goal of improving the Westford Public Schools. The budget process for 1991-92 addressed this concern and included monies to reverse these reductions.

Even with the fiscal constraints and the unsettling climate due to program and personnel reductions, morale remained high. Staff and School Committee continued their collaborative effort to establish yearly goals and develop strategies for their attainment. As can be seen throughout this report, numerous programs and activities were assessed and action taken on their improvement.

Town Meeting, contingent upon the completion of the Blanchard Middle School, approved the release of Cameron and Frost Schools from School Committee jurisdiction. It was voted to transfer the Cameron School to the Westford Council on Aging and the Frost School to the Roudenbush Committee. These actions ensured that the buildings would continue in Town service for many years to come.

The end of this year saw the retirement of five staff members: Dawn Brine, Lee Foden, Lucien Lamy, Rose Quillan, Doris Santaguida, and Nancy Sears - with a combined 129 years of dedicated and caring service to the students of Westford. Dawn, Lee, and Nancy were members of the Special Education Department and will be remembered for their commitment and desire for every student to be successful. Doris, during her 22 years with our schools, held the positions of Secretary to the Assistant Superintendent, Plant Operations Director and Director of Food Services. Her skills and ability in many varied leadership roles will be sorely missed. Rose will be remembered for her warmth and firm desire that every student have a highly successful first grade experience. Lucien, a Custodian for 23 years, was a quiet, solid gentleman who kept many of our schools operating in wonderful condition. We wish these former employees a healthy and fulfilling retirement.

On behalf of the entire school family we must thank those parents and community members, who by volunteering time and services helped lessen the impact of our fiscal reductions. Without this vital assistance, the daily activities within the schools and the student programs would have been more adversely affected.

SCHOOL REPORTS BY GRADE LEVEL

WESTFORD ACADEMY 1990-1991

Joseph F. Lisi
Principal

The academic year at Westford Academy was marked by new developments in a number of subject areas, many focusing on increased collaboration, either between departments or between the schools and the community.

The English and Social Studies Departments have developed a prototype program that will involve team teaching a ninth grade "English/Roots of Civilization" course, emphasizing the close interrelationship between the two disciplines. The implementation of this course in September 1991 will integrate the exploration of the early cradles of civilization with the study of literature, art, technology, science, and religion. This concept will allow team planning for large group instruction and greater flexibility in the use of classroom time.

In another example, the Science Department and the Integrated Arts Program will coordinate their planning to offer a new Science/Technology Program. This program will introduce students to four major areas of technology: communications, manufacturing, energy, and transportation.

The Foreign Language Department has created a cultural awareness program to be instituted during the 1991-92 school year. The course will improve students' understanding of the rich cultural diversity of people throughout the world.

Perhaps the most exciting development was the new Computer Technology Program. The catalyst was the Westford Partnership for Educational Excellence which is coordinating the donation of equipment, provision of University support staff and the attraction of additional resources. The program will link the Mathematics and Computer Departments at Westford Academy, IBM and Digital Equipment Corporation, and the University of Massachusetts at Lowell to create a computer laboratory environment at Westford Academy with enormous potential. The short-term effect will be to enhance both student and community computer skills. The long-term effect will be apparent in the increased use of computer technology to enhance learning across disciplines.

In many ways Westford Academy has benefitted this year from the support of parents and the community. Each department invited guest speakers and community groups to enrich the curriculum and make its subject matter more relevant. The Westford Academy Board of Trustees continued to support educational excellence by providing $10,000 for book awards to graduating members of the National Honor Society, over $50,000 in scholarships to Seniors, and a school gift. In addition, they contributed $10,000 to help support the activities of the Westford Academy Bicentennial next year. The Seniors' year culminated with our first Post Graduation party, a joint effort of parents, faculty, and the business community. Seniors were treated to a wonderful night of activities at Westford Academy, followed by a mystery ride to a Comedy Stop. The night concluded with breakfast (courtesy of faculty and parents) at 5:00 AM at the Academy.

Of course, the focus of all of these efforts is the continued academic achievement of our students. In May, the Tadmuck Chapter of the National Honor Society inducted fifty new members from the classes of 1992 and 1993. Junior Awards were given to Sarah Robinson for scholarship, Ryan Burke for leadership, Meredith Dodson for service, and Richard Molloy for character. New officers for 1991-92 are Richard Molloy, President; Joshua Epstein, Vice-President; Meredith Dodson, Secretary; and Sarah Robinson, Treasurer.

In June, the academic year came to a close as 191 out of 198 seniors were graduated. Of these, 137 (over 70%) were continuing their education at four-year colleges while another 23 (14%) were planning to attend two-year colleges. In addition to the scholarships awarded from within our community, many of these graduating seniors received substantial scholarship awards from prestigious colleges and universities.

MIDDLE SCHOOLS 1990-1991

Abbot Middle School
Norman E. Day School

Deborah J. Alexander
Principal

This year marked the 20th anniversary of middle school education in Westford. As we enter our third decade, we have begun to shift our focus from the two existing Middle Schools, Abbot and Day, as two separate and distinct schools to the process of becoming one middle school - Blanchard.

During the year, many faculty meetings and early release days were dedicated to discussions and workshops around the merger and the opportunities it presents. A committee of staff from both Abbot and Day have met throughout the year to look at organizational issues related to Blanchard.

A number of varied activities were organized this year to bring students from both schools together. The stellar production of "*Li'l Abner*" not only showcased our students' musical and thespian talents, but also provided a wonderful opportunity for the participants from both schools to get to know one another and work together. The Abbot Parent/Teacher Support Group (APTSG) and the Day Parent/School Association (PSA) have also been looking toward the future and merged in May to become the new Middle School's PTO.

The students at both Abbot and Day had a very successful and productive year. A total of 282 students (and their parents) received invitations to the two Principal's Citation/Honors Dinners sponsored by the APTSG and PSA. Four students at each school were honored each month as Students of the Month for their citizenship, school spirit, and contributions to the school community.

The sixth grade team teachers have worked on programs and activities to help students make a smooth transition to middle school. Beginning with the springtime orientation visit by fifth graders, the teams follow up in the fall and throughout the year with a strong emphasis on study skills, self esteem, and getting along with others. Sixth grade science classes again were linked with students from around the world via telecommunications as they participated in the National Geographic Kids' Network. Social studies classes wrapped up their study of medieval times with a field trip to Higgins Armory in Worcester.

A highlight of the seventh graders' year was definitely the Culture Fairs which culminated the interdisciplinary studies of the cultures of different countries. Food, clothing, music, and interesting facts from around the world were shared with fellow students, staff, and parents.

Community outreach was a key word for the eighth grade teams. Career Awareness Days, during which community members discussed their careers and professions with small groups of students, were extremely well received again this year. In the spring, groups of eighth graders assisted residents of the Westford Nursing Home during a special "Seniors' Olympics".

All eighth graders this year participated in a foreign language program. A pilot introductory French/Spanish course provided students who were not selected for French I or Spanish I to learn basic French and Spanish vocabulary and to become acquainted with some of the culture and customs of the countries where these languages are spoken.

Once again, the enthusiastic parent support groups for the middle schools have contributed to the enhancement of our programs in countless ways. From staffing our libraries and arranging assemblies and enrichment programs to helping to organize socials and putting on the Honors Dinners, our over 230 volunteers gave of their time and talents to enrich our students' experiences in middle school. Their support is greatly appreciated.

As we prepare for the "big move" into Blanchard Middle School, our efforts to provide joint Abbot/Day activities and programs will be redoubled. The future holds many exciting opportunities for new directions. Westford's selection as one of 59 middle school sites in seven states to participate in MCET's Reach for the Stars telecommunications project to develop innovative approaches to teaching science is one example. The third decade of middle school education in Westford will take us into the twenty-first century and will continue to provide a quality education for young adolescents.

ELEMENTARY SCHOOLS 1990-1992

Cameron School
Frost School
Nabnasset School
Robinson School

Marge Clark
Kenneth DeBenedictis
Henry Leyland
Kevin Regan
Principals

Our elementary schools continue to illustrate how the combination of dedicated teachers and involved parents and interested community organizations can create an excellent learning environment.

Language Arts has continued its focus on literature-based reading with additional purchases and increased use of high-quality children's literature. These were tied in with additional special activities. At Cameron and Frost, March was "Happiness is Reading" month, during which books were read to the students by volunteers from the Town. The finale was a visit by a storyteller, whom the children enjoyed greatly. At Nabnasset, reading and writing were linked through "Authors' Day"; and with the help of

resident children's author Jeffrey Kelly, 284 children wrote books! Writing skills were also being developed at Robinson through the process writing approach; initial draft, review, conference, editing, and publishing steps to the finished product. The children are quite proud of their accomplishments and eager to show them off. A significant component of the success of the process writing approach has been the support of the Robinson PTO through the purchase of six additional computers. Their use goes beyond just word processing, of course. Innovative software which crosses subject matter disciplines has been used to reinforce conceptual development and has helped introduce students to critical thinking skills.

Mathematics and science are moving steadily toward more "hands-on" instruction and exploration. At Robinson, the Math Resource Center has been expanded to become the Math and Science Center, with the addition of $3,000 worth of new instructional materials. Over $10,000 worth of hands-on materials are now available in this center. For science, we have been using science kits (rented from museums through PTO funding) at all of the elementary schools. These provide hands-on materials devoted to specific topics such as the human body, insects, simple machines, electricity and magnetism. At Robinson this year, a program was begun in the Math and Science Center to develop our own science kits based on those commercially available. At Nabnasset, the fourth and fifth grades used units from the National Geographic Telenet Program. This is an exciting program in which students do primary research on a topic and share their results by computer link with students in other parts of the country. In the kindergarten, an interdisciplinary unit entitled "Down by the Sea" included a visit to each class by a marine biologist who showed the children live specimens.

A good example of the close cooperation of the community and the schools was found at the Cameron and Frost Schools, where the annual theme was "Our Earth". Members from the Westford Conservation Trust volunteered to lead nature walks during May. The Conservation Trust also funded a guest lecturer, Audobon Ark, and buses to transport students to nature trails. A grant from the Westford Garden Club provided materials for the Theme Immersion Day in May. The Recycling Committee distributed a new curriculum for teachers to use this spring.

As mentioned earlier, parents are in integral part of our elementary schools. In addition to their time (close to 400 volunteers in the schools) parents, through the fund-raising and enrichment activities of the Parent-Teacher Organizations, provided funds for invaluable learning experiences which were simply not possible given the limited financial resources of the school system. These included field trips by different schools or classes to Opera New England (where the students saw Mozart's "*The Magic Flute*"), University of Massachusetts at Lowell for live theatre, the New England Aquarium, Boston Museum of Science, the Acton Science Discovery Museum, and Plimouth Planation. Many in-school enrichment activities were funded by the PTO's as well, such as Mr. Wizard ("Supermarket Science"), Native American day, Actors' Theatre of Maine (performing "*The Indian in the Cupboard*"), and Zoo Shows animal nature programs.

As a final example of the benefits of community support, the conversion of the covered play area at Robinson into a new classroom suite was completed this year. The additional 4,500 sq. ft. provided much needed instructional space and was greatly appreciated by the third grade team.

CURRICULUM

1990-1991 Curriculum and Staff Development

Kenneth L. DeBenedictis, Ed.D.
Director

The Westford Schools are benefitting from a variety of creative activities to enhance and expand curriculum and instruction. Two curricula areas, math and physical education, were evaluated and revised with several new initiatives planned to further provide for children. Science and Practical Arts (Art,Industrial Arts, and Home Economics) will be assessed and revised in 1991-1992.

Staff development received focused attention through the establishment of a permanent task committee of K-12 teacher representatives who, along with teams in each school, planned activities for teachers at all levels. Courses were offered through affiliation with Lesley College, Wheelock College, and Fitchburg State College in addition to continued on-site programs in critical thinking. Teacher skills with literature-based reading were further enhanced through in-service and after school workshops. Federal/State grants provided additional Language Arts classroom materials and in-service opportunities for staff.

To help support program development, the schools have actively sought Federal/State/Corporate/Local funding beyond that provided in the budget. Over $330,000 was generated through this interest, with many programs enhanced by increased funds. Special education, science, math, reading, business, early childhood, foreign language, computers, and student enrichment are some of the many K-12 areas where projects were funded to benefit learning. One program specifically brings Westford to the cutting edge of technology: The Reach for the Stars program for middle schools incorporates satellite programming with the latest in high tech equipment and staff training. The Massachusetts Corporation for Educational Telecommunication awarded Westford two competitive grants totaling $40,000 to install a satellite dish and other pieces of equipment, such as a receiver, video tape recorder, laser disc player, computer, printer, modem, student manipulative kits and a variety of software. This equipment along with the university training for staff will introduce many creative hands-on approaches to improve science education. The long-term impact is to improve science instruction at other levels. Through on-going planning, some exciting program plans will soon be available.

Curricula improvement is initiated through the efforts of seven task committees in Math, Language Arts, Social Studies, Science, Computers, Health, and Professional Development with each systemwide group equitably composed of K-12 representatives. The following information summarizes accomplishments this year:

Math - The elementary program was completely revised with plans in place to test new materials in 1991-92 that reflect current thinking about K-12 math instruction. The Curriculum and Evaluation Standards for School Mathematics written by the National Council of Teachers of Mathematics was largely instrumental in developing direction for math in Westford. The use of technology was further explored with recommendations in place for K-12 calculator usage and computer software integration. Other initiatives to

look for in 1991-92 includes the expanded use of manipulatives to support the concrete-to-abstract thinking transition and heightened involvement at all levels in math thinking abilities and problem solving focus.

Science - The Science Task Committee reviewed and evaluated the current curriculum in preparation for a K-12 revision in 1991-92. The National Center for Improving Science Education study and a systemwide needs assessment drove much of the investigation of the program. As a result, specific plans are in place to expand experienced-based learning approaches in grades K-8. In addition, discussions about the Earth Science and Biology offerings at Westford Academy will lead to program adjustments in 1991-92.

Social Studies - Two major studies, the National Commission in Social Studies in Schools and the Bradlee Commission, became the focus of our review of the K-12 program. A piloting effort is planned for the grade seven World Geography and Cultures course for 1991-92 with expansion to all classes in 1992-93. The need for laboratory skills at all levels will be further explored along with the introduction of more appropriate research materials and problem-solving approaches.

Health - The Health Task Committee examined the "State of the Art" of health education and worked with the Citizens Advisory Council on Health to update several areas: K-5 AIDS Curriculum, the alternative health education program at the middle school, and an upgraded 9-12 AIDS curriculum - all of which will be available in 1991-92. Beyond these initiatives, the expanded Child Assault Prevention Program at the elementary level and a revised K-9 health focus will be addressed next year as well.

Language Arts - The major emphasis of the Language Arts Task Committee was to develop procedures to more carefully monitor K-12 efforts to date. A systemwide needs assessment will lead to more cohesion of activities with the greater use of literature-based activities at all levels. A related need was to identify specific procedures to follow in piloting new materials. This effort will result in the collection of more objective data to use in making systemwide decisions about material usage. Plans for 1991-92 include the further fine tuning of these need areas.

Computers - The Computer Task Committee completed three major projects: a three-year inventory of equipment purchasing 1989-1991, an assessment of the current program K-12, and the initiation of recommendations for future needs with the opening of Blanchard Middle School. In 1991-92, software integration recommendations will be shared with appropriate task committees for consideration.

FORMAL TESTING

The results from two different tests were reported during the year. The Massachusetts Educational Assessment Program for grades 4, 8, and 12 was discussed in November and the Massachusetts Basic Skills Testing Program for grades 3, 6, and 9 was reviewed in April.

The Massachusetts Educational Assessment Program is designed for two purposes:

* To improve curriculum and instruction

* To provide comparisons of performance at school, district, and State levels.

In order to make meaningful comparisons, the assessment scores are scaled. In 1990, the mean State score was set at 1310 with a standard deviation of 100 points and a possible range of scores from 1000 to 1600.

Westford Results

	Gr. 4	State	Gr. 8	State	Gr. 12	State
Reading	1380	1310	1480	1310	1420	1310
Math	1370	1310	1470	1310	1410	1310
Science	1390	1310	1460	1310	1420	1310
Social Studies	1370	1310	1430	1310	1410	1310

Massachusetts Basic Skills Testing Program

This program is designed to identify students who have not achieved mastery of basic skills. Passing scores of 65% correct in reading and math have been established by the Massachusetts Department of Education. Writing is corrected by a team of Statewide teachers who use a predetermined set of standards to assess student skill levels. Westford scores significantly above the State average in every category.

Percentages of students passing:

	Gr. 3	Gr. 6	Gr. 9
Reading	99	96	96
Math	98	97	95
Writing	98	99	95

CONCLUSION - Some very exciting and creative developments have been initiated in instruction in Westford this year. Plans are in place to further expand and fine tune approaches in 1991-92 with the major focus being the needs of children. Through collaborative efforts with a number of Westford teachers, administrators, and the greater community, parents should expect significant growth in curricula offerings in the near future.

SPECIAL EDUCATION 1990-1991

Kevin Dwyer, Ed.D.
Director

Seventy-three children between the ages of 3 and 21 were evaluated under Chapter 766 and forth-two children were found to be in need of special education services. These numbers reflect twenty-three fewer initial evaluations and thirty-three fewer students placed in special education than the previous school year. In addition, thirty students achieved the goals in their Individualized Education Plans (IEP) and were removed from special education services. Such reductions are a result of a systemwide effort on the part of regular class teachers to provide alternative programming to students, allowing them to progress more slowly and at their own pace. Thus, the number of students referred for special services and found to require special education have dropped significantly this past school year.

The Special Needs Department was successful in obtaining Federal grant monies to improve the quality of services within Westford Public Schools without increasing the school budget. A Commonwealth In-Service Grant provided fifty-eight hours of training by a clinical psychologist to help special needs teachers and regular education specialists improve their skills in developing techniques for dealing with specific problem children and problem situations. In addition, these specialists received training in the recognition and understanding of family dynamics of special needs children. As a result of the training, participants became more effective at helping students to overcome emotional obstacles so that learning and behavior become more appropriate. A Technical Assistance grant was written by a parent of a special needs child and provided twenty hours of training to parents and their families. Three evening sessions were offered and focused on parental concerns of bolstering self-esteem, enhancing social skills and managing attentional and organizational difficulties. Attendance at these workshops was excellent.

Additional Federal monies were utilized to fund two school psychologists to provide diagnostic and counseling services to students on a systemwide basis, and to provide speech/language therapy and occupational therapy to students in our early childhood program. Federal and State grant monies awarded to the special needs department this past school year approximated $150,000 defraying substantial costs to the Town of Westford.

After much discussion and review of the data, the kindergarten screening committee recommended that it would be more beneficial for the children to move kindergarten screening from the spring to the fall each year. It was felt that parents would be less anxious and more assured that Kindergarten screening was designed to identify children who may require special education services upon entering Kindergarten, and not intended to deny entrance. It was also agreed that Kindergarten teachers would have more time to work with and become familiar with their students resulting in more thorough and less anxiety-provoking assessments for parents and students. Kindergarten screening will take place in September 1991

During the 1990-91 school year a new model for servicing special needs students in kindergarten was implemented. Rather than having special needs teachers and counselors from individual buildings service students from their home districts, a core special needs staff was established consisting of a special needs teacher, speech pathologist, occupational therapist, and counselor. This team was available for weekly

observations/screenings of kindergarten children. These screenings were completed with parental approval, and both teachers/parents were notified of the results and advised as to whether intervention was necessary. Thirty kindergarten students were informally observed/screened, many children more than once, during the past year. This procedure has been very successful in reducing premature referrals to special education.

Westford Public Schools continues to provide its own transportation to special needs students. During the past school year we transported approximately sixty children daily to and from school with substantial savings to the Town. Total savings by having our own transportation system for the past five years approximates $350,000. More importantly, the quality of this service is outstanding due to our caring and dedicated drivers who are entrusted with the daily safety and welfare of our children. Parents continue to be impressed with the care given by these individuals.

Special needs and regular education teachers have worked together this year becoming knowledgeable about school restructuring by attending several workshops and inservices by the State. The Massachusetts Board of Education believes that it is the basic responsibility of the regular education system to identify students who are at-risk academically or emotionally, to assess their needs, and to provide support for both teachers and students within the context of regular education. Known as the Regular Education Initiative (REI), the special needs teachers and their regular education counterparts have worked together this year to modify curriculum standards and/or materials to accommodate at-risk students within the regular class setting. Hopefully, all special needs students in Westford will be integrated for most of each school day by the 1993-94 school year.

Finally, I wish to acknowledge the excellent Team effort extended by parents, support staff, teachers and administrators in Westford Public Schools. Without their dedication and commitment to special needs children, the high quality of educational seminars currently given to our children could not be maintained. I would be remiss not to acknowledge the strong support given the special needs program by Dr. John Crisafulli, Superintendent of Schools, and each member of the School Committee. In these difficult financial times, they remain our strongest child advocates.

PLANT OPERATIONS AND MAINTENANCE
1990-91

EVERETT V. OLSEN JR.
Business Manager

We view the proper maintenance of buildings and grounds as an important part of staff and community pride in our schools. During the 1990-91 school year several major projects were completed in the School Department.

Approximately 4800 square feet of open space at the Robinson Elementary School was enclosed and became an important part of the building. This renovation provided additional classroom space to meet the increasing elementary enrollment at this school. This project was completed during the early winter and students were relocated upon completion.

During the summer vacation period the shingled portion of the Abbot Middle School roof was re-roofed and the remaining section of tar and gravel roof at the Day Middle School was re-roofed with a rubber membrane. The cupola at the Abbot was also scraped and painted as part of the re-roofing work.

During the school year, it was noticed that the historical weathervane atop the Abbot cupola was listing. Upon examination, it was found that structural failure had occurred and it was promptly repaired, allowing for many more years of use.

The emphasis on energy conservation and lowering utility costs continued throughout the year. Through participation in the Massachusetts Electric Company's Energy Initiative Program, most of our school buildings had electronic ballasts and reflective panels installed in fluorescent fixtures at no cost. This allowed for a reduction in the number of light bulbs needed without sacrificing the quality of lighting in our schools. This has resulted in an approximate reduction of $15,000 in our systemwide electrical costs.

Many miscellaneous improvements were made to our buildings and grounds. New exterior doors were installed in several locations at Westford Academy, as well as at the Nabnasset School. Backflow preventors were installed at all schools and preventative maintenance work was performed on all HVAC systems.

Improvements were also made to areas outside several buildings. Several sets of granite steps were replaced at the Abbot Middle School. This replacement addressed a safety issue and resulted in the maintenance of the architectural aesthetics of the building. At Westford Academy every board on the outside bleachers was replaced. The original boards were deteriorating and represented a safety concern. Lumber was procured through the competitive bid process and our maintenance staff did the total removal and replacement job. Additionally, at Westford Academy the baseball infield was rehabilitated. This field had exhibited years of settling and represented an unsafe condition for athletes.

FISCAL REPORT - JUNE 30, 1991

ACCOUNT		BUDGETED	EXPENDED
1100	School Committee	29,095	29,354
1200	Superintendent's Office	363,337	369,229
2100	Supervision	269,188	274,524
2200	Principals	636,283	638,776
2300	Teaching	7,336,758	7,392,491
2400	Textbooks	103,370	94,253
2500	Library	73,066	62,838
2600	Audio/Visual	39,506	37,188
2700	Guidance	550,063	526,358
2800	Psychologists	46,280	58,981
3200	Health	107,908	106,914
3300	Transportation	758,750	794,212
3500	Student Activities	156,455	161,522
4100	Operation	813,528	846,274
4200	Maintenance	544,772	490,877
5200	Insurance	12,525	16,289
5300	Leasing	34,709	32,823
6200	Civic Activities	4,500	1,900
7000	Capital	64,136	64,671
9000	Tuition	364,996	308,301
	TOTALS	12,309,225	12,307,775

SCHOOL ATHLETIC FUND FINANCIAL REPORT
1990 - 1991

Receipts		
Balance 7/1/90	28,883.37	
Football	8,576.00	
Basketball - Boys/Girls	8,394.00	
Wrestling	80.00	
Gymnastics	620.00	
Soccer - Boys/Girls	3,745.00	
Field Hockey	785.00	
Student Registrations	8,130.00	
		59,213.37
Expenditures		
Custodians, Officials, Supplies Transportation, Etc.	41,119.50	
(Funded by Revolving Account only)		
Balance 7/1/91		18,093.87

SCHOOL CAFETERIA 1989-1990 FINANCIAL REPORT

Doris Santaguida
Director of Food Services

Balance July 1, 1990		$ 56,665.84
Receipts		
Sales	$ 363,780.75	
State & Federal Aid	61,708.42	
Other Receipts	5,553.70	
TOTAL		$ 431,042.87
Expenditures		
Labor	$ 238,747.62	
Purchases - Food	168,199.88	
Purchases - Other	26,853.01	
TOTAL		$ 433,800.51
Balance July 1, 1991		$ 53,908.20

SUMMARY OF FEDERAL PROJECTS 1989-1990

FEDERAL GRANTS	INCOME	EXPENDITURES	BALANCE
PL89-313, Title I (Bal.)	1,244.00		
Grant provides therapy for physically handicapped youth	9,750.00	10,994.00	0
PL89-10, Chapter I	21,132.00	20,840.00	292.00
Grant provides tutorial & remedial help for fiscally disadvantaged.			
PL94-142, Title VIB	110,894.00	109,272.00	1,622.00
Grant provides elementary counseling & Special Needs Staff at secondary level.			
PL94-142, Early Childhood (Bal.)	1,145.00	1,145.00	0
"Screening/Outreach"			
PL94-142, Early Childhood	15,486.00	15,336.00	150.00
Screening/Support Services			
Chapter 2 (Bal.)	1,988.58		
Block Grant	4,274.00	8,812.62	(2,550.04)
TOTALS 7/1/91	165,913.58	166,399.62	(486.04)

WESTFORD ACADEMY

AWARDS NIGHT RECIPIENTS - June 5, 1991

Xerox Award	Margaret Carey
NAASP & Shell Century III Leaders State Finalist	Lori Shyavitz
School Committee Student Representative Appreciation Award	John Ryan and Dan Spealman
Wellesley College Book Award	Sarah Robinson
Colby College Book Award	Meredith Dodson
Dartmouth College Book Award	Rebecca L. Shaw
Smith College Book Award	Margaret Carey

Guidance Award	Michael McCartney
College Club of Greater Lowell Book Award	Elisabeth Riley
Boston Globe Scholarship	Brett Bonner, Wendy Balco, Tom Eldridge
DAR U.S. History Award	Sarah Robinson
DAR Good Citizen Award	Christopher Dagdigian
Westford Business Partnership Award/Nashoba Cable Positive Peer Awards	David Smart, Nicole Curtis, Denver James, Rod MacClellan, Shawn Jalbert
Bausch-Lomb Science Award	Tara Gauthier
Don Mason Achievement Award	Nicole Curtis
Health Service Award	Tina Pelham
Massachusetts Foreign Language Award	Pamela Pini
Avis Hooper Roudenbush Service Awards	Rebecca L. Shaw, Jessica Miller Beth Coffey, Lori Shyavitz, Serena Hollowell, Josh Epstein, Scott Granger, Michele Richard, Meredith Dodson, Jessica Liebson, Tariq Malik, Amy Driscoll, Amy Russo, Betsy Cray, and Scott Miller
Perfect Attendance Awards	Robert Andrew, Amanda Beck, Brett Bonner, William Chase, Michael Culver, Nicole Curtis, Corinne DesAutels, Adam Ellis, William Ewers, Eric Fellows, Harry Gerostergios, Michael LaChance, Jeff Mack, Jesse Perry, Alison Riley, Kirsi Roper, Amy Russo, Ryan Schuft, Elizabeth Sparks, Sarah Starbird, Nicole Thuotte, and David Valance
Students of the Month Award	Michele Richard, Todd Croteau, Diana Dougherty, Anuschka Schurr, Jake Gahr, Richard Brouwer, Stefanie Grace, Lisa Masterman, Sheila Priestly, Kim Hay, Brian Herrmann, John Kennedy, Jon McElroy, Scott Granger, Becky Hayes, Marc Viera, Rachel Friedman, Pamela Gay, Tara Gauthier, Lisa Marchetti, Stephanie Dawson, Cathy Craib, Tammy Cutrumbes, Courtney Butler, David Pessotti, Lara Greenwood, Kim Stolt, Melissa Murray, Nancy Paul, Brendan Clarke, John Korsak, Becky Morrissette, Corinne DesAutels, Neil Quinlan, Dawn Sollinger, Eric Fellows, Phil Godfroy, Titus Palmer
Auk-ademic Excellence Awards	Katie Miller, Adam Morton, Peter Brillinger, Mark Viera, Christopher DesAutels, Corey Morine, William Ewers, Brett Bonner, Brendan McGann and Jon McElroy
Excellence in English	Senior -- Lisa Masterman Junior -- Margaret Carey Sophomore — Katie Miller, Michael McClellan Freshman -- Heather Breen, Erika Ewers Literary Magazine -- Brett Bonner
Excellence in Drama	Regina Smith, Dan Spealman
Excellence in Physical Education	James McPhee, Stephanie Fortin Nicole Larrivee, Davis Webb, Becky Taverna Brandon Berry, Joanne Shaughnessy, and Michael Sauter

Excellence in Home Economics	
Child Development	Katie Miller, Tricia Hall, Becky Portell, Rebecca J. Shaw, and Suzanne Flynn
Foods	James Musshorn, Rachael Smith
Excellence in Science	
Earth Science	John Cutler, John Flint
Biology	Cristin L'Esperance
Chemistry	Elisa Riley
Physics	Brett Bonner
Four-Year Overall	Brett Bonner
Library Service Award	Amy Dion, Matt Furman, Corinne DesAutels
Excellence in Business	
Business Student Assistant	Eric Fellows
Accounting	Andrew Carter
Advanced Use of MacIntosh	Serena Halowell
Personal Computer	Beth Sarcia, Ryan Schuft
Law	Nicole Breen
Advanced Use of Microcomputer	Kelly Collins, Sue Peschier, and Ryan Dunn
Retail Management Lab Service Award (School Store)	Becky Craig, Amy Driscoll, Erin O'Hearn, Eric Sullivan, Becky Taverna Mary Ayotte, and Becky Porter
Excellence in Social Studies	Senior -- Brett Bonner
	Junior -- Sarah Robinson
	Sophomore - Michael McLellan
	Freshman - Suzanne Farrin
Excellence in Mathematics	
Algebra I	Jill Lewis
Algebra II	Katie Miller
Geometry	John Flint
Trigonometry	Sarah Robinson
Calculus	Brett Bonner
Computer Science	Brett Bonner
Excellence in Art	Sharon Hebenstreit, John Ferreira Lori Marchetti and Joel Dougherty
Friends Advancing Music Education	Heather Erickson and Linda Wieselquist
Excellence in Technology Education	Eric Emery, Steven Auger, and Mike Colasanto
Excellence in Health Education	Kerri Bowen, Scott Fabianek, and Mital Shah
Excellence in German	
German I	Lauren Harman
German II	Jodi Colangelo
German III	Andy Sansone
German IV	Eric Wright
Excellence in French	
French I	Davis Webb
French II	Cristin L'Esperance
French III	Monica Biswas
French IV	Jeff Mack
French V	Lisa Masterman

Excellence in Spanish	
Spanish I	Katie Lee, Brenda Reeder
Spanish II	Mital Shah
Spanish III	Katie Miller
Spanish IV	Rebecca Shaw, Elisa Riley
Spanish V	Lori Shyavitz
Excellence in Latin	
Latin II	Nicole Breen, Melissa Hay
Latin IV	Lara Greenwood
Excellence in National Latin Examination	Edward Griffin, Nicole Breen, James Ferreira, John Shelvey, Rebecca Hayes, Kathleen Keelan, Eric Maginnis, Christine Seymour, and Pamela Pini
National German Honor Society (Delta Epsilon Phi)	Allan Bussey, Jodi Colangelo, Jake Gahr, Danielle Garrahan, Katherine Guilbault, Eric Hillenberg, Kathy Kulis, Allison Landino, Melanie Macbeth, Christine Mayer, Tom McManus, Pam Pini, Andy Sansone, Anuschka schurr, and Brian Walsh
Foreign Student Recognition	Paco Sinta, Michael Sauter, and Olga Vorotnikova
AFS Award	Marci Shyavitz
Academic Recognition Awards	
Juniors	Jennifer Bissell, Allan Bussey, Margaret Carey, Meredith Dodson, Joshua Epstein, Danielle Garrahan, Tara Gauthier, Katherine Guilbault, Jeff Mack Tariq Malik, Aimee Peloquin, Susan Peschier, Gretchen Rice, Elisabeth Riley, Sarah Robinson, Rebecca L. Shaw, Dawn Straw, and Meghan Wrona
Sophomores	Monica Biswas, Jodi Colangelo, Rosalie Ferrara, Rachel Friedman, Kathleen Kulus, Allison Landino, Michael McLellan, Thomas McManus, Kathleen Miller, Mandra Riley, Davis Webb
Freshmen	Kerri Bowen, Heather Breen, Martha Coxe, Jonathan Cutler, Eric Damato, Erika Ewers, Suzanne Farrin, John Flint, Eileen Hintz Kate Kazeniac, Cristin L'Esperance, Jill Lewis, Greg Marchand, Amy Murphy, Nisha Narayanan, Rebecca Rice, Mital Shah, Amy Steiger, Scott Vlasak, Karianne Waters, and Joy Welsh
Presidential Academic Fitness Awards	Justin Aubuchon, Brett Bonner, Andrew Carter, Jonathan Conlon, Jennifer Doherty Michael Ferrara, James Higgins, Lisa Masterman, Jonathan McElroy, Adam Morton, Melissa Murray, Lori Shyavitz, Daniel Spealman, Aimee Tillman Linda Wieselquist, and Eric Wright

1991 GRADUATION PROGRAM

PROCESSIONAL: "Pomp and Circumstance" — Elgar

CLASS MARSHALLS — John Kennedy, Tara Gauthler

NATIONAL ANTHEM

SALUTATION

Reverend William Freeman

SALUTATORIAN

Lisa Masterman

PRESENTATION OF CLASS GIFT

President of Class of 1991 - John Crisafulli

ACCEPTANCE OF CLASS GIFT

President of Class of 1992 - John Kennedy

HONOR SPEAKERS

Nicole Breen
Lori Shyavitz

CLASS SONGS

"Glory Days"
"Lean on Me"

VALEDICTORIAN

Brett Bonner

THE MOST WORTHY REPRESENTATIVES OF WESTFORD ACADEMY

Class of 1991 - John Ryan
Class of 1992 - Sarah Robinson
Class of 1993 - Heather Lowe
Class of 1994 - Cristin L'Esperance

For Excellence in Art	Sharon Hebenstreit
For Excellence in Music	Melissa Murray
For Excellence in French	Lisa Masterman
For Excellence in German	Eric Wright
For Excellence in Latin	Lara Greenwood
For Excellence in Spanish	Lori Shyavitz
For Excellence in English	Lisa Masterman
For Excellence in Science	Nicole Breen
For Excellence in Mathematics	Brett Bonner & Nicole Breen
For Excellence in Social Studies	Brett Bonner
For Excellence in Home Economics	Tricia Hall
For Excellence in Industrial Arts	Steven Auger & Eric Emery
For Excellence in Computer Science	Brett Bonner
For Excellence in Physical Education	Michael Sauter
For Excellence in Secretarial Science	Mary Ayotte

PRESENTATION OF AWARDS AND SCHOLARSHIPS

Charles Colburn Memorial Award	Melissa Murray
Fisher Family Memorial Award	Lisa Masterman
Forty Memorial Scholarship	Karen Culver
Richard Hall Memorial Scholarship	George Chu
Arthur G. Hildreth Memorial Scholarship	Kirk Sahagian
Bertha N. Hildreth Memorial Scholarship	Linda Wieselquist
Industrial Arts Merit Award	Michael Colasanto
Karen MacWilliams Memorial Scholarship	John Ferreira
Nabnasset Boosters Club Scholarships	Diana Daugherty
First Lt. Jeffrey H. Peterson Memorial Award	Brett L'Esperance
Ross/Hook Memorial Scholarship	Amy Driscoll
William C. Roudenbush Memorial Scholarship	Aimee Tillman
Gordon B. Seavey Communications Scholarship	Beth Coffey
Dr. Clarence D. Wright Science Scholarship	Nicole Breen
Mary L. Westcott Achievement Award	Milo Crowley
Westford Academy Art Club Scholarship	John Ferreira

PRESENTOR FOR TRUSTEES . . . . .Dr. Maurice Huckins, Jr.

Westford Academy Alumni Association — Stephanie Grace & Gil Urizandi

Presented by . . . . . John J. Gagnon

Don W. Mason Memorial Scholarships — Adam Morton & Lara Greenwood

Presented by . . . . . Patti Mason

Kathy Mayer Memorial Scholarship — Joanne Shaughnessy

Presented by . . . . . Christine Mayer

Charles E. McGregor Memorial Scholarship — John Ferreira

Presented by . . . . . Susan McGregor Horn

Andrea Norton Memorial Scholarship — Scott Miller

Presented by . . . . . Cathy Lane

Shields Memorial Scholarship — Melissa Hay

Presented by . . . . . Len Kulikowski

Steven B. Wright Memorial Scholarship — Scott Granger

Presented by . . . . . William Wright, Jr.

Edward M. Connolly Memorial Scholarship — Michele Richard

Westford Rotary Club Scholarships — James Higgins

John Crisafulli

Diana Daugherty

William Labbe

Presented by . . . . . Richard Bennett

AROTC Scholarship — 4-Year - Neil Quinlan

3-Year - John Crisafulli

Presented by . . . . . Captain Charles Moore

Digital Equipment Corporation Scholarships — Brett Bonner & Lori Shyavitz

Presented by . . . . . William Burke

H.E. Fletcher Social & Athletic Club Scholarships — Scott Granger & Michele Pichard

Presented by . . . . . Robert McCusker

Newcomers Club of Westford Scholarship — Lara Greenwood

Presented by . . . . . Ann Harper

Westford Education Association Scholarships — Nicole Hoebeke & John Shelvey

Presented by . . . . . Carl Lyman

Westford Kiwanis Scholarships — Jonathan Conlon, Adam Ellis, Mary Gouveia & John Shelvey

Presented by . . . . . Bernhard Ziegner

Westford Police Association Scholarships — Kevin Rogers & Derek Smith

Presented by . . . . . Michael Perron

Thomas Pehrson Memorial Scholarship — Brian Fisher

Presented by . . . . . Tina Pehrson

Hoebeke-Blanco Memorial Scholarship — Todd Croteau

Presented by . . . . . Michelle Hoebeke

Westford Academy Athletic Boosters Scholarship — Todd Croteau, Thomas Dadmun, Melissa Hay, Brian Herrmann, Nicole Hoebeke, Kristin Knox, Brett L'Esperance Michele Richard, Kirsi Roper, Daniel Spealman & Kirsten Swenson

Presented by . . . . . Linda Swenson

Chancellors Award — Jessica MacDougall

Frederick S. Healy American Legion Post 159 Scholarships — Evelyn Raymond, April Marchand

Lehan Memorial Scholarship — Michael Colasanto

Merchant Marine Academy Scholarship — Mary Gouveia

National Honor Society Scholarships — Corinne DesAutels, Brett L'Esperance, Lori Shyavitz & Daniel Spealman

Westford Academy Faculty Scholarships	Nicole Breen, Rebecca Craig, Milo Crowley, Christopher Dagdigian, Diana Daugherty, John Ferreira, Nicole Hoebeke, Brett L'Esperance Joanne Shaughnessy
Westford Academy Ski Team Scholarships	Amy Driscoll & Scott O'Neil
Westford Academy Student Council Scholarships	John Ryan, Daniel Spealman, & Aimee Tillman
Westford Junior Women's Club Scholarships	Serena Hallowell & Nicole Miller
Westford Lions Club Verna Zaher Memorial Scholarship	Rebecca Craig Joanne Shaughnessy

Presented by . . . . . Joseph F. Lisi, Principal

ON BEHALF OF THE WESTFORD SCHOOL COMMITTEE

Congratulatory Remarks - Dr. John Crisafulli

AWARDING OF DIPLOMAS

Westford School Committee

WESTFORD ACADEMY ALMA MATER

To Thee, our Alma Mater dear,
We raise our voices high in cheer,
Our gratitude we would express
And pledge to thee our faithfulness,

Built high on Tadmuck Hill so fair,
By those whose mem'ry we revere,
She stands a beacon light for youth
To guide them in the way of truth

In field of battle and in peace
We strive thy glory to increase,
That ever shall dear Westford be
An emblem of fraternity.

Music by Pauline Ferguson Cariford '45
Music by J. Baptiste Calkin
SOLOIST: Regina Smith '91

Graduates and Guests Welcome to Sing

CLOSING

Reverend George Downey

RECESSIONAL. . . . . Wagner
Played by Westford Academy Band, Blair Bettencourt, Director

CLASS COLORS . . . . . Blue & White
CLASS FLOWER . . . . . Red Rose

RECEPTION FOR GRADUATES

Westford Academy Cafetorium
Hosted by Class of 1993

WESTFORD ACADEMY 1991 GRADUATES

President: John Crisafulli
Vice President: Scott O'Neil
Secretary: Nicole Breen
Treasurer: Amy Driscoll

t Stephen A. Abbott
t Sara Mary Ahern
t Donald A. Alcorn
t Laurie Anne Allaby
Justin J. Aubuchon
Steven J. Auger
t Mary Rebecca Ayotte
t Robyn Lisa Bahnick
Wendy Lee Balco
Sharon Patricia Barry
t Ryan D. Bartels
Jennifer Leigh Bedard
Amanda Kristen Berube
Timothy M. Boland
t Brett B. Bonner *
t Jessica Joan Bonner
t James W. Bowser
Randall Thomas Boyd, IV
t Nicole Christine Breen *
William Lawrence Brennen, Jr.
Julie M. Brine
Richard S. Brouwer
Tracy Ann Beauregard
t Stacy Lynn Bruce
Travis L. Burrus
t Jill Marie Bussey
Darren Dante Cannella
t Andrew James Carter
Serena Castagno

t Michael Christophe Chambers
t George Edward Chu *
t Beth Lynn Coffey *
t Michael Paul Colasanto
t Susan P. Conley
t Jonathan James Conlon *
t Catherine Elizabeth Craib
t Rebecca Lee Craig *
t John Rupert Crisafulli
Joseph A. Crispo, III
t Todd James Croteau
t Brian Robert Crowe
t Milo Crowley
t Karen Elizabeth Culver
Nicole Marie Curtis
t Thomas Jason Dadmun
t Christopher Raffi Dagdigian
Robert Edward Daley
t Diana Lin Daugherty
Lorraine Lynn DeBilio *
t Michelle Marie DeGrappo
t Jason Peter Demitropoulas
t Corinne Evangeline DesAutels *
Amy Lynn Dion
t Jennifer Rebecca Doherty
t William John Donohue
t Matthew G. Dougherty
Joel W. Dougherty
t Amy Elizabeth Driscoll *

t Diana Jean Duffett
Michelle Lee Durand
t Thomas Parker Eldridge
t Todd Jason Elliott
t Adam Michael Ellis *
t Lawrence Eric Emery *
t Heather Marie Erickson
t Michael Gerard Ferrara *
t James E. Ferreira
t John Michael Ferreira
t Brian Charles Fisher
Kelly Colleen Fitzpatrick
Suzanne Marie Flynn
Sam K. Gerostergios
Scott Allan Gladwin
t Katherine Maria Glenfield
Mary Katherine Gouveia
Stephanie E. Grace *
t Scott Christian Granger *
Kristen Grant
t Lara Dawn Greenwood *
Michelle Teresa Griffin
Tricia Leight Hall
t Serena J. Hallowell *
t Brad A. Hannes
Richard J. Harding
t Valeria Ann Harper
t Melissa Jane Hay *
Timothy J. Heald
Sharon Rebecca Hebenstreit
t Rebekah L. Hermans
t Brian R. Herrmann
t James Ian Higgins *
t Nicole Marie Hoebeke
t Lindsay Ann Howarth
Richard A. Huebner
t Bryan Hynes
Joel S. Jacques
t Jessica L. Jarzembowski
t William T. Jenkins
t Allison Beth Jones
t Kerry Lynne Kearns
t Kathleen Marie Keelan
Matthew John Kelly
Christine D. Kilcher
t Jill Ann Kleimon
Kristin Joanna Knox
t Anthony V. Kosenko
t Brett James L'Esperance *
t William F. Labbe
t Marc Ronald LaFond
Jeffrey Michael Lallemand
t Darin H. Leedberg
t Catherine Jean Lumenello

Ryan Mitchel Lynch
t Jessica Ruth MacDougall
Christopher MacInnis
t Colleen Mary Maguire
Jason Michael Main
Melissa Susan Malik
Heather Lynne Manuel
t Randy Scott Marchand
t Rickey Allen Marchand
Lisa Mary Marchetti *
t Lori Anne Marchetti
Michael Alexander Markauskas
t April Elizabeth Marshall
Charles Peter Mastacouris
t Lisa Norma Masterman *
t Christine Marie Mayer
t Jonathan David McElroy
Scott Peter McKittrick
t Lauren Lynn McLaughlin
Tracey Marie McPhee
Timothy D. Merrill
t Nicole Alexandra Miller
t Scott Andrew Miller *
t Robert Molinari
Michael Laurence Molle
t Eric Mongirdas
t Tara Lynn Moore
Corey Thomas Morine
t Adam Douglas Morton *
Matthew John Mosscrop
Jason Robert Mulcahy
t Melissa Jean Murray *
t Erin Ann O'Hearn
t Scott Andrew O'Neil
Tammy Jean Oakes
t Jennifer Lynn Orr
Julie Ann Ouellette
Joseph John Pacsay, III
t Titus Acker Palmer
Christopher Michael Palermo
t Tina Ann Pehrson
Tina Marie Pelham
Scott M. Peloquin
t Sandra M. Perron
t Julie Alison Pomerleau
Rebecca Marie Portell
t Kristen M. Poynton
t Neil L. Quinlan
t Katherine E. Raneri
t Evelyn Raymond
t Michele L. Richard *
t Kevin M. Rogers
t Kirsi L. Roper
t John Lord Ryan

t Kirk G. Sahagian *
Michael Martin Sauter
Shelley Savage
t Joanne Shaughnessy
Rebecca J. Shaw
t John Thomas Shelvey *
t Katherine J. Shorey
t Lori Jane Shyavitz *
Angelina L. Silva
Francisco J. Sinta
t Eric W. Sloan
t Derek A. Smith
Regina F. Smith
Rachael Smith
t Jason P. Snoonian
t Daniel E. Spealman *
Tracy Marie Catharine Spofford
t Mary Katherine Stanton *
Donald M. Stevens
t Kirsten Elizabeth Sqenson
Paul Andrew Tetrev
t Aimee Lauren Tillman *
Jeremy Trask
t Matthew Alan Tuohy
Gilberto E. Urizandi
Lloyd M. Vallance
Tara E. Velantzas
Travis J. Webb
t Melinda Lee Webster
Andrew Phillip Weisman *
t Linda Elizabeth Wieselquist *
Mary Beth Williams
Jason A. Wood
Marcy Worobey
t Eric Stafford Wright *

Class Advisors: James Casserly
Susan Porteous

* National Honor Society
t Trustee Scholarship

CLASS OF 1991 ACKNOWLEDGEMENTS

These award are not presented at the graduation ceremony but were given by colleges or organizations directly to students. We wish to applaud these students and to share with the community our pride In their achievements.

Brett Bonner	National Merit Finalist, Tufts University
Andrew Carter	Presidential Scholarship - Fitchburg State College
Beth Coffey	Hofstra University Academic Award
Jonathan Conlon	Syracuse University Academic Award
Rebecca Craig	Deans Scholarship - University of New Hampshire
Diana Daugherty	Presidential Scholarship - Fitchburg State College
Thomas Eldridge	Boston Globe Way to College Scholarship
Adam Ellis	Worcester Polytehnical Institute Academic Scholarship
James Higgins	Lead by Example Award
	Bay State Games/Bank of Boston
Nicole Hoebeke	University of Lowell - Softball Scholarship
Jessica MacDougall	University of Massachusetts Chancellors Award
Jonathan McElroy	Massachusetts Institute of Technology
	National Merit Finalist
Colleen Maguire	Emmanuel College Academic Award
Lisa Masterman	Williams College, Lowell College Club Scholarship
Scott Miller	University of Vermont
	Hewlett-Packard Employee Scholarship
Adam Morton	Oklahoma University
	National Merit Finalist, Engineering
	School Dean's Award
Michele Richard	Merrimack College Academic Scholarship
Katherine Shorey	University of Massachusetts Music Award
Daniel Spealman	George Washington University Presidential Scholarship
Eric Wright	Colorado State College Scholarship

ENROLLMENT COUNTS

October 1, 1990

Grade	CAM	FRO	NAB	ROB	ABB	DAY	W.A.	TOTALS
Pre-School	9							9
K	42	25	85	126				278
Pre-First				24				24
1	20	25	80	106				231
2	20	25	85	99				229
3	38	24	72	102				236
4		23	67	146				236
5		24	72	130				226
6					96	104		200
7					93	127		220
8					98	88		186
9							202	202
10							219	219
11							227	227
12							198	198
SSC	6			4				10
TOTALS	**135**	**146**	**461**	**737**	**287**	**319**	**846**	**2931**

HEALTH SUMMARY 1990-1991

Physicals	
# Grade Physicals	208
# Positive Findings Referred to Family Physician	25
# Students who had Physical by Private Physician	326
# Sport Physicals (Middle & High School)	347
# Sports Physicals by Private Physician	348
Vision Screening	
# of Failures referred to Private Physician	128
# Completed Referrals	89
Hearing Screening	
# of Failures referred to Private Physician	33
# Completed Referrals	20
Postural Screening (grades 5 to 9)	
# Rescreened by Dr. Watson	154
# To be Followed at School	30
# Referred to Private Physician	11
# Completed Referral	7
Students Trnasported by Ambulance	9
Nurse-Pupil Conferences	25,437
Immunizations	
DT	70
Polio	5
MMR	195
Flu	33
Mantoux	63
Dental Program	
# Students Eligible	703
# Students who Participated	193
# Referred for Dental Care	193

PER PUPIL EXPENDITURE COMPARISON

As in the past several years, we are providing the Town with a comparison of Westford's per pupil expenditures over the past few years with other area communities. This information is supplied by the State Department of Education and is based upon annual budget expenditures, thus the most recent data is for FY90.

	FY87	FY88	FY89	FY90
Concord	5563	6461	6983	7179
Bedford	5209	5606	6217	7054
Wilmington	3974	4613	5179	6656
Carlisle	5131	5908	6357	6442
Littleton	4364	4798	5405	5876
Acton	4079	4409	4792	5304
Billerica	3223	3959	4636	5038
Andover	3839	4344	4635	5025
STATE AVERAGE	3853	4259	4683	4972
North Reading	3835	4146	4675	4849
Groton	3539	4287	4675	4779
Tewksbury	3425	3870	4359	4740
North Andover	3377	3765	4242	4735
WESTFORD	3486	3857	4200	4679
Reading	3549	3782	4309	4669
Dracut	3796	3973	4343	4559
Chelmsford	3748	3996	4288	4348
Tyngsboro	3099	3484	3788	4123
STATE AVERAGE	3853	4259	4683	4972
WESTFORD'S RANKING	13th	14th	16th	13th
$ DIFFERENCE				
WESTFORD TO STATE	-$367	-$402	-$483	-$293

OFFICE OF THE SUPERINTENDENT OF SCHOOLS

Dr. John Crisafulli, Superintendent Joy Shelton, Secretary to Superintendent	692-5560
Everett V. Olsen, Business Manager Kay Stiling, Secretary to Business Manager Alice Watson, Bookkeeper Lorraine Hurley, Asst. Bookkeeper JoAnne DelPapa, PT Bookkeeper	692-5562
Dr. Kenneth DeBenedictis, Director of Curriculum/Instruction. Shirley Mantone, Secretary to Director	692-5560
Dr. Kevin Dwyer, Administrator of Special Education Joan Chipchak, Secretary to Administrator	692-5565
Dr. Jane Coleman Williams, School Psychologist Cathleen Estep, Team Chairperson Carolyn Winters, Secretary/Receptionist	692-5565

SCHOOL COMMITTEE

Cathy Lane, Chair	Term expires 1992
Linnea Flint, Vice Chair.	Term expires 1993
Judith Culver, Secy	Term expires 1994
Steven Brierley	Term expires 1994
Gilbert Brown	Term expires 1993
Robert McCusker	Term expires 1992
George Murray	Term expires 1994

Honorable Board of Selectmen
Town of Westford
Massachusetts 01886

Honorable Selectmen:

In accordance with the requirements of the Massachusetts General Laws, the Annual Financial Report of the Town Accountant for the Town of Westford, Massachusetts, for the fiscal year ended June 30, 1991 is herewith submitted.

The data represents a fair and accurate presentation of all material aspects of the Town's financial position and results of its operations. Disclosures necessary to enable the reader to gain an understanding of the Town's financial affairs have been included.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue. The same information was used to prepare Schedule A.

An audit of the Town's financial records by Melanson, Greenwood and Company, P.A., Certified Public Accountants has been completed and the results of that audit will be available by mid December. The final audited statements are not expected to vary in any material respects from those presented in this report.

The books of the Town are open for public inspection during normal business hours.

Respectfully Submitted,

Frank H. Messer
Finance Director

COMBINED BALANCE SHEETS -
ALL FUND TYPES AND ACCOUNT GROUP
JUNE 30, 1991

	GOVERNMENTAL FUND TYPES			FIDUCIARY FUND TYPES	ACCOUNT GRP	
ASSETS	GENERAL	SPECIAL REVENUE	CAPITAL PROJECTS	TRUST & AGENCY	GENERAL LONG TERM DEBT	TOTALS (MEMO ONLY)
Cash and Investments	1,178,782	975,059	11,230,066	1,218,864		14,602,771
Receivables:						
Real Estate Taxes	1,695,482					1,695,482
Personal Property Taxes	27,799					27,799
Motor Vehicle Excise	158,411					158,411
Other Excise	4,073					4,073
Departmental	84,451	73,549				158,000
Special Assesments	280,639					280,639
Other Government			211,408			211,408
Tax Title	183,460					183,460
Prepaid Expense	984	362				1,346
Amount Provided for Debt					18,910,900	18,910,900
Other	(13,939)					(13,939)
Exemptions & Abatements	(73,969)					(73,969)
Total Assels	3,526,173	1,048,970	11,441,474	1,218,864	18,910,900	36,146,381
LIABILITIES AND FUND EQUITY						
Liabilities:						
Warrants Payable	463,400	48,471	908,404	3,328		1,423,603
Accrued Other Liabiliites	451,239	24,043				475,282
Deferred Revenue	2,121,533	73,549	211,408			2,406,490
Notes Payable						0
General Obligation Bonds					18,910,900	18,910,900
Other	90,279	4,832	116			95,227
Total Liabilities	3,126,451	150,895	1,119,928	3,328	18,910,900	23,311,502
FUND BALANCES:						
Reserved for Encumbrances	126,693	158,361				285,054
Reserved for Endowments				261,081		261,081
Unreserved:						0
Designated		256,670		636,486		893,156
Undesignaled	273,029	483,044	10,321,546	317,969		11,395,588
Total Fund Equity	399,722	898,075	10,321,546	1,215,536	0	12,834,879
Total Liabilities & Equity	3,526,173	1,048,970	11,441,474	1,218,864	18,910,900	36,146,381

TOWN OF WESTFORD
Revenue Summary
FY 1991

GENERAL FUND REVENUE (FUND 01)		
Taxes (Net of Refunds)		
Real Estate 1991	13,854,327	
Real Estate 1990	317,101	
Real Estate 1989	129,751	
Real Estate Prior Years	33,430	
Total Real Estate		14,334,610
Personal Property 1991	189,956	
Personal Property 1990	1,245	
Personal Property 1989	688	
Personal Property Prior Years	0	
Total Personal Property		191,889
Classified Land		68
Tax Titles		1,512
Motor Vehicle Excise 1991	587,383	
Motor Vehicle Excise 1990	298,295	
Motor Vehicle Excise 1989	119,224	
Motor Vehicle Excise Prior Years	12,553	
Total Motor Vehicle		1,017,455
Boat Excise 1991	1,706	
Boat Excise 1990	333	
Boat Excise 1989	0	
Boat Excise Prior Years	0	
Total Boat Excise		2,039
Penalties & Interest R.E. & Pers	114,873	
Penalties & Interest Motor Vehicle	3,155	
Total Penalties & Interest		118,028
Other Taxes - Hotel/Motel Excise		129,254
Total Taxes		15,794,855
Charges For Services		
Fees - Cable Franchise	2,072	
Fees - Dog Officer	1,164	
Fees - Planning Board	47,961	
Fees - Conservation	6,470	
Fees - Board of Appeals	2,875	
Fees - Land Court	150	
Fees - Zoning Manual	783	
Fees - Lien Certificates	17,105	
Fees - Street Listing	310	
Fees - Town Clerk	6,428	
Fees - Cholesterol Screening	509	
Total Fees		85,827

Departmental - Minot's Corner	181,206	
Departmental - Cemetery	5,228	
Departmental - Recreation	44,096	
Departmental - Police	23,527	
Departmental - Fire	160	
Departmental - Veterans	8,736	
Departmental - Sealer Weights & Msr.	1,892	
Departmental - Other	21,594	
Total Departmental		286,439
Total Charges For Service		372,266
Licenses and Permits		
Auction License	244	
Common Victuals License	3,350	
Alcohol Beverage Licenses	40,550	
Sunday Entertn License	655	
Video License	940	
Dog Officer	262	
Total Licenses		46,001
Place of Assembly	938	
Gas Storage Permits	2,110	
Police Firearm Permits	1,084	
Fire Permits	3,570	
Plumbing Permits	12,075	
Building Permits	139,339	
Gas Permits	9,435	
Wiring Permits	19,775	
Other Building Permits	565	
Health Installer Permits	2,650	
Board of Health Permits	4,710	
Other B.O.A. Permits	1,507	
Lot Testing Permits	11,875	
Septic Evaluation Permits	14,725	
Pump & Well Permits	2,510	
Stable Permits	60	
Camp & Activity Permits	400	
Total Permits		227,328
Total Licenses & Fees		273,329
Revenue from State - Cherry Sheet		
Abatements to Vets & Surv Spouse	4,288	
Abatements to the Elderly	30,504	
Veterans' Benefits	11,632	
Additional Assistance	1,897,086	
Chap 70 School Aid	972,902	
Lottery, Beano & Charity	512,414	
Highway Funds	0	

Revenue from State - Cherry Sheet (Cont'd)		
Pupil Transportation	238,610	
School Construction	84,786	
Tuition State Ward	13,961	
Total State Cherry Sheet		3,766,183
Fines & Forfeitures		
District Court	109,545	
Parking Fines	1,195	
Other Restitution	300	
Total Fines & Forfeiture		111,040
Special Assessments		
Added To Tax 1991	9,386	
Added To Tax 1990	200	
Added To Tax Prior Yrs	4,704	
Committed Interest 1991	180	
Committed Interest 1990	0	
Committed Interest Prior Yrs	0	
Unapportioned	9,826	
Total Special Assessments		24,296
Investment Income		
Interest of Investments	112,777	
Interest Escrow	8,652	
Interest School Bond	567,496	
Interest Tax Titles	1,538	
Interest Cem Sale of Lots	337	
Total Investment Income		690,800
TOTAL GENERAL FUND REVENUES		21,032,768

Town of Westford
Expenditure Analysis
June 30, 1991

Function/Department	Balance Carryforward 6/30/90	Appropriated Anul & Specl Twn Mtng	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/91
Gen Govt/Selectman		8,200.00		8,200.00	7,614.89	585.11	
Gen Govt/Exec Sec		110,883.40		110,883.40	93,901.97	16,981.43	
Gen Govt/Finance		200,732.00	(109,003.40)	91,728.60	90,331.10	1,397.50	
Gen Govt/Assessors	24,265.40	124,296.00		148,561.40	130,368.77	18,192.63	
Gen Govt/Treasurer		109,408.00	3,842.82	113,250.82	108,782.72	4,468.10	
Gen Govt/Tn Council	300.00	59,743.00		60,043.00	58,634.41	1,408.59	
Gen Govt/Personnel		250.00	582.00	832.00	785.00	47.00	
Gen Govt/Town Clerk		74,532.00	3,486.00	78,018.00	73,783.33	4,234.67	
Gen Govt/Maintenance	34,450.96	117,977.60	188.84	152,617.40	141,758.51	10,858.89	
Total Gen Gov't	59,016.36	806,022.00	(100,903.74)	764,134.62	705,960.70	58,173.92	0.00
Pub Sfty/Police	331.69	1,642,614.00	382.32	1,643,328.01	1,575,473.79	67,469.74	384.48
Pub Sfty/Fire		570,766.00		570,766.00	565,978.67	4,787.33	
Pub Sfty/Bldg Inspect		98,086.00		98,086.00	89,195.33	8,890.67	
Pub Sfty/Sealer Wgts		1,750.00		1,750.00	1,647.89	102.11	
Pub Sfty/Civil Def		3,000.00		3,000.00	441.99	2,558.01	
Pub Sfty/By-law Enf		34,589.00		34,589.00	34,162.38	426.62	
Pub Sfty/Tree Warden		16,000.00		16,000.00	15,963.22	36.78	

Function/Department	Balance Carryforward 6/30/90	Appropriated Anul & Specl Twn Mtng	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/91
Total Pub Sfty	331.69	2,366,805.00	382.32	2,367,519.01	2,282,863.27	84,271.26	384.48
Pub Wk Hwy/Highway	149,164.02	1,220,780.00	30,217.10	1,400,161.12	1,195,324.82	122,608.67	82,227.63
Pub Wk Hwy/Solid Wast		845,000.00	29,401.00	874,401.00	848,915.60	6,074.00	19,411.40
Pub Wk Hwy/Cemetery		68,258.00	3,028.32	71,286.32	71,486.01	200.31	(400.00)
Total Pub Wk Hwy	149,164.02	2,134,038.00	62,646.42	2,345,848.44	2,115,726.43	128,882.98	101,239.03
Educ/School Dept	2,968.67	12,309,225.00		12,312,193.67	12,310,349.28	369.26	1,475.13
Educ/NVTHS Assessmt		399,915.00		399,915.00	399,914.07	0.93	
Total Education	2,968.67	12,709,140.00	0.00	12,712,108.67	12,710,263.35	370.19	1,475.13
Hlth&Hum/B.O.H.		39,972.00		39,972.00	35,834.75	762.25	3,375.00
Hlth&Hum/Inspectors		108,019.00		108,019.00	83,945.92	24,073.08	
Hlth&Hum/Cncil Aging		46,841.00	360.00	47,201.00	46,738.63	462.37	
Total Hlth&Hum	0.00	194,832.00	360.00	195,192.00	166,519.30	25,297.70	3,375.00
Veterans/Services		98,482.00	26,548.00	125,030.00	118,902.11	5,889.89	238.00
Total Veterans	0.00	98,482.00	26,548.00	125,030.00	118,902.11	5,889.89	238.00
Cultr&Rec/Library	235.29	513,524.00		513,759.29	510,269.77	3,489.52	
Cultr&Rec/Arts Cncil		300.00		300.00	33.65	266.35	
Cultr&Rec/Recreation	2,881.46	153,920.00	250.00	157,051.46	156,819.13	178.57	53.76
Cultr&Rec/Museum		2,500.00	350.00	2,850.00	2,766.19	83.81	
Cultr&Rec/Comm Centr	1,090.00	84,992.00		86,082.00	82,129.63	3,952.37	

Function/Department	Balance Carryforward 6/30/90	Appropriated Anul & Specl Twn Mtng	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/91
Cultr&Rec/Mem Day		1,500.00		1,500.00	1,500.00	0.00	
Total Cultr&Rec	4,206.75	756,736.00	600.00	761,542.75	753,518.37	7,970.62	53.76
Con&Dev/Conserv Coord	100.00	43,176.00	200.00	43,476.00	23,137.63	20,338.37	
Con&Dev/Planning	9,270.98	72,181.00	200.00	81,651.98	58,272.28	21,879.70	1,500.00
Con&Dev/Zoning Board		7,820.00		7,820.00	2,492.94	5,327.06	
Total Con&Dev	9,370.98	123,177.00	400.00	132,947.98	83,902.85	47,545.13	1,500.00
Cap Otly\CATV		885.00		885.00	0.00	885.00	
Cap Otly\Other				0.00	0.00	0.00	
Total Cap Otly	0.00	885.00	0.00	885.00	0.00	885.00	0.00
Debt Ser/ Prin & Int		1,083,146.42		1,083,146.42	1,654,310.19	(571,163.77)	
Total Debt Service	0.00	1,083,146.42	0.00	1,083,146.42	1,654,310.19	(571,163.77)	0.00
Unclass/ Pension		706,886.00		706,886.00	719,478.00	(12,592.00)	
Unclass/ Unemployment		50,000.00		50,000.00	15,509.01	34,490.99	
Unclass/ Grp Health		605,000.00		605,000.00	605,000.00	0.00	
Unclass/ Medicare		50,000.00		50,000.00	46,577.94	3,422.06	
Unclass/ Sick Leave		29,432.00		29,432.00	29,432.00	0.00	
Unclass/ Cmpr Insur		366,000.00	9,967.00	375,967.00	372,403.00	3,564.00	
Total Unclassified	0.00	1,807,318.00	9,967.00	1,817,285.00	1,788,399.95	28,885.05	0.00
TOTAL GENERAL FUND	225,058.47	22,080,581.42	0.00	22,305,639.89	22,380,366.52	(182,992.03)	108,265.40

Function/Department	Balance Carryforward 6/30/90	Appropriated Anul & Specl Twn Mtng	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/91
Pub Works/Water	173,139.60	1,087,469.58		1,260,609.18	990,826.06	111,421.98	158,361.14
TOTAL WATER FUND	173,139.60	1,087,469.58	0.00	1,260,609.18	990,826.06	111,421.98	158,361.14
Amounts Reclassified							
To Other Fin Uses							
Total Other Uses	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	398,198.07	23,168,051.00	0.00	23,566,249.07	23,371,192.58	(71,570.05)	266,626.54

MARRIAGES

Recorded by the Town Clerk - 1991

Oct 05	Anderson, Douglas A.	07-26-66	Lowell, MA
	Cutrumbes, Shannon R.	05-12-70	Lowell, MA
Dec 27	Anstey, Stephen Craig	12-03-70	Westford, MA
	Barre, Ellen Marie	09-01-72	Chelmsford, MA
Jun 29	Arruda, Mark A.	08-02-62	Ayer, MA
	Perez, Emilia	12-29-39	Ayer, MA
May 18	Ayres, Robert C.	05-18-59	Virginia
	Chuma, Stacey A.	07-05-65	Virginia
May 11	Belair, Mark S.	03-16-63	Westford, MA
	Dargie, Denise F.	12-14-59	Westford, MA
Aug 24	Bevere, Lawrence Jr.	04-12-65	Groton, MA
	Kelley, Susan	05-01-70	Westford, MA
Oct 19	Bielawski, Paul Gregory	08-10-63	Nashua, NH
	D'Aoust, Eleanor A.	01-13-68	Westford, MA
Dec 28	Bomal, Vincent R., Jr.	07-12-60	Westford, MA
	Morrison, Dawn Marie	02-09-66	Westford, MA
Oct 13	Bosse, John G.	09-12-64	Maynard, MA
	Desrochers, Gayle I.	06-03-64	Westford, MA
May 11	Britko, Daniel A.	08-07-62	Westford, MA
	Bacon, Linda M.	11-22-61	Dunstable, MA
Jul 06	Campbell, Paul Q.	03-26-64	Belgium
	Joyce, Monique D.	12-27-65	Westford, MA
Apr 27	Chase, Henry J.	08-02-53	Nashua, NH
	Sirmopoulos, Barbara J.	08-06-54	Westford, MA
Oct 20	Chosiad, David Bruce	01-17-47	Westford, MA
	Thompson, Paula Dean	02-27-47	Westford, MA
Jun 22	Comeau, Robert	01-21-57	Waltham, MA
	Caira, Patricia A.	05-21-59	Waltham, MA
Jan 13	Cormier, Charles H.	11-06-52	Westford, MA
	Amato, Beverly A.	12-12-46	Westford, MA
Aug 31	Crank, Gary M.	06-26-51	Westford, MA
	Councilman, Elaine M.	10-03-54	Westford, MA
Jun 09	Crawford, George A.	06-28-29	Westford, MA
	Bilodeau, Patricia B.	12-21-41	Westford, MA
Apr 25	Cudihy, John J.	01-04-47	Westford, MA
	Scott, Joanne M.	04-08-46	Westford, MA
May 22	Daoust, John R.	09-09-60	Westford, MA
	Paquette, Linda S.	11-06-55	Westford, MA
Jul 20	Davis, Russell G.	09-02-34	Westford, MA
	Conroy, Ann M.	02-24-38	Westford, MA
Aug 24	DeMasse, Robert A.	08-09-57	Arlington, MA
	Pearsall, Helena C.	02-07-56	Groton, MA
Nov 03	Doherty, Michael F.	11-16-60	Westford, MA
	Draper, Karen A.	08-29-63	Westford, MA
Oct 05	Donlon, Francis J.	03-16-47	Westford, MA
	Geele, Esther E.	09-11-53	Westford, MA

MARRIAGES

Recorded by the Town Clerk - 1991

Jun 08	Dugas, David J.	04-27-61	Westford, MA
	Corriel, Nicole	08-23-60	Westford, MA
May 11	Erickson, Richard H.	10-10-40	Westford, MA
	McConnel, Deborah J.	10-20-53	Westford, MA
Sep 14	Ford, Mark	07-27-65	Lawrence, MA
	Connell, Donna A.	11-12-65	Westford, MA
Sep 22	Frost, Mark J.	09-23-67	Billerica, MA
	Smith, Tania J.	09-22-68	Westford, MA
Apr 20	Geary, John F., Jr.	09-21-60	Westford, MA
	Rowe, Jodi M.	02-24-62	Westford, MA
Aug 17	Gili, Patrick R.	07-18-64	Westford, MA
	Caruso, Laurene	09-28-63	Westford, MA
May 25	Gilman, James M.	05-31-66	Framingham, MA
	Swidler, Tracey M.	09-22-65	Westford, MA
Nov 23	Goodwin, Edward Burton	08-06-53	Westford, MA
	Carbone, Michele Anne	03-28-63	Westford, MA
Apr 06	Goodwin, Stephen E.	10-16-53	Westford, MA
	Trimarchi, Margaret J.	07-06-56	Westford, AM
Aug 10	Grace, Kenneth W.	08-10-48	Westford, MA
	Livingston, Christine R.	03-08-53	Westford, MA
Sep 14	Griffin, William M.	04-09-59	Westford, MA
	McMaster, Brenda L.	07-04-65	Westford, MA
Feb 14	Hall, Geoffrey D.	10-10-48	Westford, MA
	O'Rourke, Pamela D,	11-15-51	Westford, MA
Apr 27	Hamilton, Steven F.	12-23-64	Westford, MA
	LeProhon, Jennifer A.	12-14-71	Westford, MA
Jun 09	Iacobello, Anthony	09-05-64	Lawrence, MA
	Kelly, Shirley A.	08-31-67	Westford, MA
Nov 15	Johnston, George Frazer	09-20-62	Westford, MA
	Mickel, Joanne M.	02-21-60	Westford, MA
May 01	Kagan, Michael T.	02-19-56	Westford, MA
	Boisselle, Kim M.	07-17-56	Westford, MA
May 18	Kelly, James A.	05-15-70	Westford, MA
	Fuller, Melonnie J.	08-15-72	Westford, MA
Sep 28	Lagasse, Donald K.	08-21-61	Westford, MA
	Bernier, Robin A.	05-17-65	Westford, MA
Apr 13	L'Hussier, Dale E.	09-25-66	Hudson, NH
	Nastek, Laura P.	09-07-70	Hudson, NH
Jun 29	Lory, Robert E., Jr.	09-09-61	Dallas, TX
	Stiling, Sharon R.	07-20-60	Dallas, TX
Sep 22	Luppold, Kenneth S.	03-13-70	Westford, MA
	Shaw, Rebecca J.	08-16-73	Westford, MA
Sep 28	Lynch, Colin P.	02-04-64	Manchester, NH
	Mignon, Gina R.	05-20-63	Manchester, NH
Aug 11	Lyons, Jason W.	11-20-69	Bradford, MA
	Lyman, Cara H.	07-29-70	Westford, MA
Jan 19	Mackie, Robert E., Jr.	11-03-65	Fitchburg, MA
	Kelley, Michelle A.	02-15-69	Maynard, MA

MARRIAGES

Recorded by the Town Clerk - 1991

Sep 21	Mantone, Mark J.	07-27-61	Westford, MA
	Maffei, Sharon L.	12-21-64	Lowell, MA
Oct 19	Matley, Scott D.	03-25-67	Westford, MA
	Campbell, Caroline F.	02-08-67	Westford, MA
Oct 19	McCluskey, Kevin C.	06-13-62	Westford, MA
	Mongeon, Pamela S. McGrath	11-20-59	Westford, MA
Dec 21	McLean, Kevin William	03-25-61	Westford, MA
	Hughes, Pamela Ruth	02-01-68	Westford, MA
Apr 20	Midgley, James G.	05-10-65	Westford, MA
	Neal, Patricia V.	10-16-66	Westford, MA
Oct 19	Mitchell, Clive Archer	05-14-57	Derry, NH
	Perrault, Michele Marie	07-25-62	Derry, NH
Oct 12	Murray, Joseph T.	12-01-66	Dunstable, MA
	Salkins, Susan A.	05-09-67	Chelmsford, MA
Jul 27	O'Brien, John P.	07-27-46	Louisiana
	McCullough, Eileen G.	06-24-52	Westford, MA
Jul 07	Paparella, Bruce F.	08-15-39	Salem, MA
	Baxter, Carla C.	02-28-49	Westford, MA
May 04	Peik, Ronald A.	10-21-64	Westford, MA
	Hazelrigg, Leslie Ann	11-10-67	Westford, MA
Sep 07	Perciballi, Michael J.	09-28-61	Westford, MA
	Murphy, Susan L.	07-24-70	Westford, MA
Sep 14	Peredina, Steven P.	06-25-63	Tyngsboro, MA
	Wright, Kim M.	06-17-66	Westford, MA
Jul 13	Ricard, Bruce S.	07-19-66	Westford, MA
	Allen, Tina M.	07-31-68	Westford, MA
Apr 02	Rogers, David	01-11-43	Westford, MA
	Ashmore, Dorothy	04-13-46	Westford, MA
Oct 05	Rohlfs, Robert C., Jr.	09-20-65	Westford, MA
	Michaud, Keri M.	03-09-67	Westford, MA
Aug 10	Romac, Michael D.	01-10-61	Lahaina, HI
	Davis, Alicia A.	09-11-67	Lahaina, HI
Jun 01	Rovendro, Mark J.	12-20-66	Westford, MA
	Morin, Pamela Susan	05-04-68	Westford, MA
Jun 15	Saunders, Michael D.	05-13-68	Westford, MA
	Sawvelle, Kristine A.	05-12-67	Westford, MA
Dec 21	Scheffler, James L.	07-04-52	Westford, MA
	Anderson, Lois K.	11-17-54	Westford, MA
Feb 23	Selders, James B.	11-22-58	Lexington, MA
	McCormack, Elizabeth M.	11-28-64	Westford, MA
Sep 21	Shepard, Thomas A.	01-11-60	Westford, MA
	Lombard, Diane D.	08-13-60	Westford, MA
Apr 20	Sheridan, Richard J.	03-06-65	Manchester, CT
	O'Hearn, Laurie A.	10-22-67	Manchester, CT
Dec 24	Skiles, David Weldon	01-23-46	Westford, MA
	Finnell, Karen B.	06-13-54	Westford, MA
Apr 20	Skodis, Richard A.	05-29-64	Windsor, CT
	Bacon, Sheryl L.	10-26-70	Westford, MA

MARRIAGES

Recorded by the Town Clerk - 1991

Sep 13	Snow, David A.	03-02-51	Worcester, MA
	Kansanniva, Jennifer A.	02-26-64	Westford, MA
Sep 21	Starcher, Loren King	12-10-57	Stafford, TX
	Ruggiero, Janet P.	03-11-58	Stafford, TX
Apr 06	Stepnitz, Claire A.	11-27-23	Westford, MA
	Lorigan, Catherine M.	03-28-36	Westford, MA
Aug 31	Stevens, Gregg L.	04-18-66	Westford, MA
	Bonner, Jennifer J.	03-20-70	Westford, MA
Sep 19	St.Onge, David W.	12-19-63	Westford, MA
	Harpley, Barbara E.	06-13-69	Westford, MA
Oct 12	Sullivan, John R.	03-21-60	Westford, MA
	Lundgren, Laura K.	06-26-61	Westford, MA
Jun 23	Szidat, David B.	01-02-63	Westford, MA
	Ahern, Corine M.	03-03-64	Westford, MA
Sep 01	Tator, Samuel W. III	11-02-45	Westford, MA
	Dunn, Rosemary M.	03-03-50	Westford, MA
Jun 23	Todisco, Larry L.	08-07-52	Westford, MA
	Berger, Deborah A.	10-15-57	Westford, MA
Nov 29	Valcourt, Mark N.	03-20-68	Westford, MA
	DeVincentis, Kara Marie	04-01-70	Westford, MA
May 25	Wetherbee, Michael A.	09-05-62	Pepperell, MA
	Crowley, Margaret T.	12-05-66	Westford, MA
Feb 01	Whitaker, Allen Ashburn	12-11-57	Westford, MA
	Donaghue, Kathleen M.	02-01-61	Westford, MA
Jul 28	Wightman, David B.	07-07-68	Littleton, MA
	Morrill, Michelle L.	03-19-72	Westford, MA
Aug 19	Young, Karl E., Jr.	03-24-67	Lowell, MA
	Palacios, Julita I.	06-16-64	Harwich, MA
May 11	Zimmerman, Gary R.	11-20-62	Westford, MA
	Caldwell, Kirsten	02-06-69	Hollis, NH

Total Marriages Recorded = 86

BIRTHS
Recorded by the Town Clerk - 1991

May 21	Abel, Leayh Stephanie	Steven P. & Brenda A. (Hachey)
Sep 22	Aichinger, Lindsay Marie	Edward, Jr. & Barbara M. (Parsons)
May 29	Aitken, Erin Elizabeth	Thomas A. & Kelli J. (Flynn)
Mar 31	Alden, Joseph Robert	Robert J. & Kimberly A. (Melanson)
Jan 14	Alexandropoulos, Nicholas	George & Dorianne (Tsitsianopoulos)
May 06	Bahlo, Christopher Michael	Michael & Lenna J. (Crozier)
Jan 27	Baker, Mary Jane Rose	Danny L. & Diane R. (Berardino)
Jun 05	Barck, Christopher Paul	Paul A. & Alicia (Catalina)
Feb 02	Barrett, Jennifer Arielle	William, Jr. & Sandra M. (Barry)
Jul 10	Benoit, Lauren Elizabeth	Neal M. & Sheri L. (DeVincentis)
Aug 13	Biocchi, Leo Nicholas	John N. & Bonnie P. (Piacentini)
Jun 10	Boretti, James Edward	Richard E. & Lauren (Vail)
Jan 29	Bourdeau, Kenneth Frank	Richard A. & Mary K. (Falcetti)
Feb 20	Bracco, Christina Elizabeth	Robert C. & Theresa E. (McKenna)
Oct 30	Breault, Lauren Mary	Paul R. & Lori A. (Lantagne)
Jun 22	Brennan, Megan Leigh	Walter J. & Stephanie L. (James)
Aug 14	Brown, Lindsay Nicole	Mark S. & Cynthia (Cook)
Feb 02	Buonsanto, Penina Marie	Michael J. & Carol A. (Mounce)
Mar 06	Burk, Reuben Sandstrom	Bruce G. & Amy C. (Sandstrom)
Oct 27	Burke, Cara Cathleen	Francis P. & Lisa (Martin)
Jul 08	Calisi, Paige Marine	Michael A. & Cheryl (Rubeski)
Oct 15	Cardone, Zachary Charles	Ronald T. & Diane (Daley)
May 18	Carey, Matthew Michael	Michael R. & Andrea E. (Lord)
Jan 08	Chin, Bryan Gim Hong	Wilbur & Ann (Yung)
Apr 11	Clancy, Matthew Charles	Michael G. & Catherine E. (Schuch)
Apr 11	Clancy, Samuel John	Michael G. & Catherine E. (Schuch)
Apr 22	Clark, Ryan Lincoln	Lincoln L. & Colleen E. (Callahan)
Aug 05	Coates, Jeremy Robert	Ronald K. & Sarah A. (Bater)
Jul 13	Condon, Russell Andrew	Daniel R. & Elizabeth A. (Mulkenan)
Jun 02	Connolly, Garrett Christopher	Brian J & Pamela (Kenny)
Oct 28	Connors, Amanda Gail	Kevin L. & Francine M. (Crowley)
Mar 03	Cooke, Erin McIntyre	Peter J. & Patricia A. (Sullivan)
Aug 12	Cruikshank, Lauren Marie	William W. & Susan (Richards)
Oct 04	Curtis, Elizabeth Joan	Richard L. & Michele (Roy)
Oct 13	Cusson, Sarah Elizabeth	Charles K. & Susan E. (Boyce)
Oct 25	Daoust, Elizabeth Margaret	John R. & Linda S. (Rogers)
Dec 27	Darcy, Patrick Howard	Joseph F. & Denise L. (Beauchamp)
Aug 03	Dean, Tara O'Connor	Edward A. & Amy A. O'Connor
May 30	Dee, Nicole Renee	George R., Jr. & Karen A. (Millette)
Apr 17	Defina, Stephen Richard	Richard J. & Doreen M. (Slattery)
Jul 18	Dempsey, Kara Anne	Donald C. & Jan M. (Boudreau)
May 06	Descovich O'Hare, Caitlin M.	Michael J.& Joan A. (Descovich)
Mar 12	Desimone, Cassandra Marie	Leo G. & Cara M. (Laconti)
May 04	Desmarais, Samantha Lynn	Richard A. & Kim K. (Dubey)
Mar 23	Desrochers, Joseph William	Robert J., Jr. & Michelle M. (Devine)
Feb 15	Dolan, Jamie Elizabeth	George M. & Jodi A. (Paglia)
Nov 22	Doucette, Leah Mary	Roy D. & Ellen D. (Callahan)
Apr 21	Dubinski, Thomas Luke	Kenneth P. & Dwyn (Byrne)

BIRTHS
Recorded by the Town Clerk - 1991

Sep 14	Dunn, Christopher Russell	Dennis B. & Pamela (Eaton)
Jul 31	Ebert, Kirsten Phillips	Kurt R. & Leslie A. (Phillips)
Jan 22	Faherty, Glynis Rose	William P. & Melissa R. (Hawke)
Apr 06	Feng, Jessica	Te-Cheng & Jih-Hwa (Shau)
May 03	Fiore, Michele Catherine	Timohty J. & Anna K. (Kawecki)
Nov 22	Fischer, Bridget Gwendolyn	Karl B., Jr. & Sandra (Keyser)
Jan 02	Fiset, Alicia Nicole	Laurent M. & Joan L. (Belliveau)
Jun 26	Flannery, Shelby Anne	Frederick F. & Kathryn A. (Swanson)
Jun 07	Foley, Cara MacKenzie	Richard L. & Susan M. (Geiger)
Aug 26	Forbes, Ashley Elizabeth	George ,Jr. & Katherine M (Pearson)
Jan 22	Fosdick, Ryan David	David B. & Carol J. (Collins)
Mar 14	Frampton, Devon Renee	Charles T. & Janice L. (Micco)
Aug 13	Gaughan, Aidan William	Richard F. & Veronica M. (McCarthy)
Dec 12	Gauthier, Alicia Marie	Stephen A. & Joann C. (Donigan)
Oct 10	Gifford, Brett Michael	Barry L. & Cynthia A. (Carreiro)
Sep 30	Gomes, Christina Therese	Steven A. & Theresa A. (Locke)
Oct 31	Goodwin, Lee Ayn	Thomas B. & Diahne J. (Pearsall)
Dec 15	Goodwin, Mark Currier, Jr.	Mark C. & Theresa C. (DeConto)
Apr 21	Gordon, Christopher William	Jeffrey A. & Cheryl L. (Salmon)
Dec 02	Gould, Danielle Perri	Perry J. & Brenda J. (Quadrozzi)
Jan 22	Greenwood, Joseph John	Carlton A. & Catherine A. (Nestor)
Nov 02	Gregoric, Zachary Emil Dow	James R. & Nancy R. Dow
Mar 05	Gudinas, Owen Dooley	Thomas L. & Dawn M. Dooley
Jan 16	Guertin, Michelle Tamie	Matthew J. & Kia (Chong)
Jan 01	Haines, Alexander William	Christopher P. & Sari A. (Zemann)
Sep 11	Harding, Christopher Matthew	Matthew A. & Patricia E. (Morin)
Apr 18	Harkness, Alexandra Bess	Scott A. & Angela (Scutero)
Sep 04	Harris, Randall William R.	Robert C. & Michelle E. (Horst)
Dec 11	Harvey, Michael Charles	Frederick C. & Sherry A. (Trant)
Jun 22	Healy, Andrew Joseph	Frederick W. & Janis (Letendre)
Apr 01	Hernandez, Michael A., Jr.	Michael A. & Polly (Taylor)
Nov 23	Hess, Thomas Arthur	Ricky D. & Michelle M. (Myers)
Feb 25	Hopkins, Andrew Gordon	Thomas E. & Mimi Brickson
Jan 04	Hulings, Amy Dawn	James S. & Sheila F. (Herget)
Jul 14	Hunter, Michael Patrick	James S. & Patricia A. (Cugini)
Nov 12	Johanson, Karl Edward	Kurt H. & Christine L. Williams
Dec 11	Johnson, Allyson Taylor	Garry & Jo-Ann (Lane)
Jan 21	Joyce, Kevin William	Robert, Jr. & Elaine R. (Plamondon)
Jul 05	Kane, Ryan Patrick	Lawrence P. & Sandra J. (Peterson)
Jun 13	Kaye, Shaina Pauline	Todd B. & Julie (Hoppe)
Apr 22	Kelley, Brendan Ross	Robert W. & Marie (Izzi)
Nov 10	Kit, Tina Lina	Tin Hor Kit & Sengly (Song)
Mar 13	Kochan, John Matthew	Matthew M. & Linda (Chryssakis)
Jun 25	LaCroix, Catherine Jessica	Daniel P. & Penny J. (Kirkwood)
Oct 06	Lauer, Jacob Peter	William & Joy E. (Sheldon)
Oct 13	Lawson, Andrew Edward	Douglas A. & Sandra L. (Brown)
Jul 12	LeClair, Gregory Stephen	Dennis D. & Paula J. (Cloyd)
Jun 23	LeDuc, Jared George	Frederick F. & Karen L. (Mann)
Jun 18	Lewis, Jeffrey Francis	William J.,Jr. & Suzanne A. (Bindas)
Jun 18	Lewis, Matthew Anthony	William J.,Jr. & Suzanne A. (Bindas)

BIRTHS
Recorded by the Town Clerk - 1991

Jul 19	Lin, Benjamin Hsin-Tai	Tse-Hsin Lin & JoAnn Simon
Jul 10	Linchey, Emily Kelly	Steven C. & Laurie (Kelly)
Apr 21	Loughlin, Brett	Robert P. & Mary S. (Weintraub)
Oct 16	Lowe, Tiffany Julie	Michael P. & Patricia J. (Hanson)
Sep 05	Lund-Wilde, Jocelyn Hanna	Eric C. & Kathryn K. (Lund)
Nov 15	Lynch, Kristin Jean	James E. & Karen L. (McDonough)
Jun 15	MacFadgen, Jacob Warren	Keith R. & Eileen G. (Desrochers)
Apr 13	Maguire, James Timothy	Michael C. & Amy C. (Peirce)
Aug 19	Martin, David William	Stephen A. & Laurie A. (Nelson)
Aug 23	Mason, Jessica Laura	William D. & Christine (Adamkowski)
Jul 26	McGrath, Michael David	David P. & Mary J. (Walles)
Apr 19	McGrath, Tracy Roux	Gary P. & Amy J. (Cooper)
Sep 08	McKenna, Michael John	James B. & Cynthia L. (Emerson)
Mar 10	McLean, Jessie Kathleen	Douglas G. & Teresa C. (Canty)
Jul 25	McNayr, Cody James	Randy T. & Stacey (Smith)
Mar 05	Meurer, Carolyn June	Glenn W., Jr. & Barbara (Weldon)
Oct 01	Micali, Michael Vincent	Jack G. & Cecilia (Beaton)
Nov 04	Michaels, Rebecca Lee	George C. & Sheila M. (Holmes)
Nov 13	Miller, Michelle Kimberly	Kim W. & Barbara S.C. (Caldwell)
Oct 11	Miller, Timothy Ryan	Arthur L. & Karen (Ebinger)
Mar 01	Mortimer, Kevin Phillip	John P. & Kimberly A. (Tenczar)
Apr 26	Murphy, Brian Robert	Robert P. Jr. & Joan M. (McElvenny)
Jun 02	Murphy, Kelsey Bridget	Dennis J. & Maureen A. (Bartlett)
Aug 08	Murphy, Kyley Mechele	Richard M. & Elizabeth M. (Pothier)
Mar 30	Murphy, Ryan James	James A. & Janice (Anderson)
Jul 08	Neevan, Ryan Paul	Paul R. & Martha J. (Dunbar)
May 28	Newman, Matthew Campbell	John C. & Carol R. (Roth)
Nov 24	Nicholson, Lauren Elizabeth	James S. & Elaine M. (Strahan)
Jul 30	Nuccio, Christopher John	Paul C. & Inga C. (Dickman)
Nov 06	O'Brien, Sean Michael	William F. & Joan C. (Callahan)
Sep 10	O'Neill, Patricia Caroline	Brian & Kathleen M. (Crafts)
Oct 04	Oughton, Andrew Jon	Nigel P. & Doreen (Cullen)
Jun 05	Pancoast, Danielle Leigh	Edward H., Jr. & Liane (Filreis)
Sep 18	Pancotti, Joseph James	Robert L. & Mary E. (Houhoulis)
Apr 09	Parisi, Nicholas Mark	Mark J. & Laura A. (Wilson)
Sep 21	Pauker, Jennifer Frances	Andrew L. & Elaine J. Handel
Sep 23	Perugini, Jennifer Lynn	Robert J. & Mariellen L. (Anthony)
Feb 28	Peters, Cory Michael	Michael G. & H. Susan (Peters)
Aug 02	Peterson, Randy Jay	Stephen P. & Lynne M. (Simmons)
Sep 02	Pettiglio, Christopher Adam	Michael & Debora A. (DeLollis)
Apr 13	Pherson, Alex David	David A. & Janette L. (Pama)
Nov 23	Pirog, Nicholas III	Nicholas II & Sherri L. (Hayes)
Apr 15	Preckol, Rachel Lynn	Michael P. & Lois L. (Boisvert)
Jul 23	Regan, Kenneth Richard	Brian D. & Christine A. (Gennari)
Aug 01	Ricercato, Laura Michelle	James S. & Susan (McGovern)
Jun 30	Roper, Greta Kathryn	John P. & Claudia M. (LeCourt)
May 15	Ross, Kira Collette	Kurt R. & Lynn-Ann A. (Pare)
Nov 27	Rossetti, Nicholas Scott	Richard R. & Teresa M. (DiStefano)
Jul 26	Rouleau, Brandon Michael	Roger & Anne L. (Perreault)
Feb 12	Ryding, Cassandra Marie	Clifford J. & Diane M. (Mallon)

BIRTHS
Recorded by the Town Clerk - 1991

Aug 28	Sacco, Robert Peter Jr.	Robert P. & Janice M. (Aylaian)
Jul 07	Sales, Eric Robert	Enrique & Maureen (Stewart)
Mar 22	Severance, Andrew Robert	Randall G. & Mary (Cleland)
Mar 09	Shaw, Wesley Matthew	Andrew S. & Ellen L. (Wall)
Mar 29	Silva, Jordan Matthew	Robert M. & Stephanie M. (Wallace)
Jul 13	Slattery, Lauren Nicole	Kenneth P. & Donna (Catero)
Jun 04	Smith, Adam Alastair	Adam I. & Annette J. (Voyce)
Jul 17	Snitka, Justin Michael	David M. & Shirley M. Hampel
Dec 04	Socorelis, C. Thomas George	Peter R. & Kristin R. (Shepherd)
Nov 06	Sparks, Nicole Frances	David C. & Marie E. (Ristoccia)
Aug 03	Sparrow, Stefanie Rachel	Steven L. & Debra L. (Berkman)
Nov 07	Stanley, Michael Thomas	James F. & Mary (Castle)
Mar 22	Stanvick, Melissa Kathleen	Stephen M. & Chris (Williams)
Mar 17	Steenland-Gilbert, Michelle	Bernard & Kathryn (Steenland)
Mar 05	Stern, Rachel Sarah	David S. & Vanessa M. (Cadieux)
Oct 20	Stone, Hanna Lee	Richard D. & Debra L. (Friberg)
Aug 10	Stone, William Fletcher	William F. & Susan L. (Goerke)
Nov 14	Strazdas, Kyle Peter	Richard J. & Karen A. (Kilcline)
Dec 02	Strombosky, Nicholas A.	Jerome D. & Susan G. (Godbout)
Oct 28	Sullivan, David William, Jr.	David W. & Elizabeth K. (Jelley)
Apr 04	Sutton, Jessica Elizabeth	Michael & Susan E. (McGrath)
May 25	Swinson, Conor Flynn	Timothy M. & Kathleen (Flynn)
Jul 28	Tenny, Cameron Jeffrey	Jeffrey D. & Deborah (Weil)
Apr 17	Thomson, Elliot Lawrence	Robert G. & Anne (Camp)
Sep 13	Waldstein, Laura Jane	Steven M. & Joan C. (Philbrick)
Aug 08	Walsh, Sarah Caitlin	James G. III & Mary L. (McGee)
Apr 15	Walshe, Sarah Jane	John F. & Mary A. (Munnelly)
Jan 09	Ward, Catherine Fraces	Neal Robert & Monique Elise Faucher
Aug 27	Webb, Rebecca Lynn	Robert L. & Margaret (Kernan)
Jan 21	Wellman, Trevor Douglas	Mark D. & Donna M. (Defuria)
Jun 13	White, Nicole Patricia	Robert S. & Cheryl A. (Carlin)
Apr 09	Williams, Austin Riley	Richard A. & Ina J. (Fraser)
Aug 10	Williams, Laura Yvette	Robert Jr., & Elizabeth F. (Shipley)
Nov 17	Yeh, Sean Matthew	Yun-Siung T. & Hung-Chen R. (Shih)
Nov 15	Yim, Sarah Ann	James H. & Karen A. (Bryant)
Oct 10	Zion, Heather Holzman	David J. & Tali Holzman

Total Births Record: 205

DEATHS
Recorded by the Town Clerk - 1991

DATE	NAME	AGE
Apr 04	Alden, Kimberly Ann - Marr - Robert J.	27
Jul 19	Audette, Alice B. - Marr - Francis J.	74
Jul 26	Barone, Mary T. - Wid - Peter	79
Jun 19	Barretto, John J. - Marr - Elizabeth E. (Walk)	79
Apr 07	Barry, David Robert - Marr - Audrey (Berry)	67
Jan 11	Beebe, Willard W. - Marr - Dolores V. (Milot)	68
Jul 18	Beninati, Margaret - Marr - Anthony J.	56
Jan 19	Bernella, Anne - Wid - Michael J.	85
Dec 23	Berry, Frances - Wid - William B.	95
Jul 08	Bill, Marion M. - Div - Walter E.	82
Jul 01	Blythe, Joseph W. - Marr - Leonore (Benedict)	85
Aug 28	Boulard, Alice - Wid - Henry	82
Feb 26	Bourque, Gerlad Arthur - Marr - Sally (French)	58
May 19	Britten, Dolores - Wid - Martin	85
Sep 12	Brule, Joseph - Marr - Mildred (Pomeroy)	55
Apr 22	Burk, Gladys - Wid - Joseph I.	89
Dec 21	Butko, Annie - Wid - George	95
May 26	Carey, William J., Jr. - Marr - Ann (Mullin)	60
Nov 09	Carr, Franklin R. - Wid - Helen E. (Kemmett)	78
Dec 19	Challis, Stephen D., Jr. - Marr - Nancy (Greenlaw)	59
Feb 18	Chapin, Priscilla Kennard - Wid - Lowell	92
Apr 02	Chisholm, Jean Elizabeth - Marr - Walter E.	79
Feb 24	Collins, Lester J. - Marr - Bernice E. (Bennett)	79
Jul 30	Cornwall, William - Marr - Bertha (Mullen)	80
Mar 09	Dalton, Gladys - Marr - Robert F.	73
Sep 05	Dalton, Robert F. - Wid - Gladys (Knowlton)	77
Apr 05	Davies, Margaret Joy - Marr - Paul L., Jr.	42
May 05	Dean, Louise E. - Wid - Edward N.	62
Aug 27	Dempsey, Francis D. - Wid - Marjorie (McLain)	81
Nov 29	DeVincentis, Francesco - Wid - Gloria (DelPapa)	76
Apr 10	Finnila, Weikko Robert - Marr - Ida (Ricard)	74
Apr 30	Fitzpatrick, John F. - Marr - Nell (Whittmore)	67
Mar 09	Gagnon, Ernest - Wid - Jeanne (Carpenter)	59
Sep 30	Harpley, Theodore R. - Marr - Alice E. (Moyer)	57
Jul 14	Hassett, Gerald C. - Wid - Marianne (Cummings)	80
Oct 19	Healy, James L., Jr. - Single	36
Mar 30	Hillman, Richard Scott - Single	23
Sep 13	Hirschler, Richard J.- Marr-Christa (Scholz-Petri)	66
Aug 07	Hoover, Harold H. - Marr - Marilyn (Garland)	66
Oct 01	Hosmer, Edward W. - Marr - Ruby G. (Williams)	85
Apr 06	Hughes, Edith M. - Married	94
Apr 04	Ingmanson, Knute O. - Wid - Edna Mae (Milne)	89
Apr 10	Jones, Addie - Wid - Thomas	85
Oct 25	Kazeniac, Herbert P. - Marr - Marjorie (Latham)	71
Nov 10	Kelley, Marion Rhoda - Marr - John W.	66
Dec 29	Kelly, Emma - Marr - John	90
Apr 21	Kelly, James S., Jr. - Marr - Barbara (Stromsky)	49

DEATHS
Recorded by the Town Clerk - 1991

DATE	NAME	AGE
Sep 05	Kerwin, Frank C. - Marr - Julia (Lynch)	83
Feb 08	Lambert, Benjamin deF., M.D. - Marr - Mary (Reed)	80
Jul 05	LaVie, Cynthia Anne - Div - Ronald	51
Aug 27	LeMay, Claire L. - Single	68
Apr 25	Makos, Stephen - Marr - Frances (Stavros)	72
Nov 15	McDonald, Ruth Eleanor - Single	65
Mar 24	Menard, Germaine - Wid - Roger	77
Jul 20	Metz, Marguerite E. - Wid - Charles F.	91
Mar 10	Milot, Antoinette - Wid - Alfred	78
Jan 21	Moore, Henry E. - Marr - Jane C. (Strange)	61
Jul 14	Oliver, Louis F. - Marr - Shirley (Coughlin)	78
Jan 12	Pajari, Aarne Walter - Div - Patricia A. (Clough)	53
Apr 16	Peladeau, Peter J. - Wid - Robertine (Chouinard)	80
Mar 04	Polly, Norma - Marr - Costa	79
Jan 16	Randall, Sarah Jana (aka)Sadie - Marr - Everett	81
Jul 25	Ricca, Alfred J. - Marr - Mary (Nile)	34
Mar 23	Rich, Nellie Elizabeth - Wid - Charles Allen	73
Feb 09	Ridenhour, Anna - Wid - Fred	89
Jul 19	Roberts, Karen - Marr - William	37
Apr 06	Roy, Robert P., Sr. - Marr - Joan S. (McLaughlin)	73
Dec 14	Skibowski, Alfons T. - Wid - Cecilia (Schmidt)	81
Jun 23	Stafford, Diana Medora - Marr - Brian	38
Dec 01	Stella, Margaret - Single	76
Jun 05	Stilwell, Anna - Wid - George A.	91
Mar 02	Stone, William F.- Marr - Charolotte L. (Fletcher)	62
Mar 31	Westwood, Claire Estelle - Marr - Paul F.	76
May 22	Wold, Dorothy M. - Div - Dwight C.	66
Mar 15	Worobey, Peter - Wid - Mary (Kostechko)	100
Jul 26	Wright, Edward J. - Marr - Patti (Kroniss)	54

Total Deaths Record in 1991 = 76

A GUIDE TO TOWN MEETING IN WESTFORD

Prepared by the *Westford League of Women Voters*

Open Town Meeting

In open Town Meetings, the registered voters discuss and decide the course of government. Annual meetings are held at the Abbot Middle School the first Saturday after the first Tuesday in May. Subsequent special town meetings are held as necessary throughout the year. Registered voters may speak and vote; non-registered citizens are welcome to observe.

Hearings

Publicized hearings are held by the Finance Committee, School Committee and other boards to offer voters an opportunity to prepare for Town Meeting discussion.

The Warrant

The warrant for the Annual Town Meeting contains two parts: 1) Election Day information and 2) articles, including the budget, to be considered at the business session. Annual town meeting warrants are prepared by the Selectmen and mailed to the voters with recommendations from the Finance Committee in advance of the meeting. Notice of a special town meeting is given by posting a copy of the warrant at the Town Hall and at each post office in Westford at least 7 days before the meeting.

Articles are taken up in the order in which they appear in the warrant. However in special cases an article may be taken up out of order if a majority vote is obtained.

Quorum

No quorum is needed for Annual Town Meeting.

A quorum of 2% of the registered voters is necessary for the transaction of business at a Special town meeting. However a number less than a quorum may adjourn any such meeting.

Permission to Speak

Any voter wishing to speak may raise his hand to be recognized by the Moderator. Once recognized, he should walk to the microphone and give his name and address. He may continue at the microphone as long as he speaks directly to the question under discussion and maintains acceptable conduct.

Amendments

Not more than two amendments to any motion or article may be pending at one time. According to Westford bylaws, "a motion and amendments to a motion shall be voted on in inverse order; provided that when two amounts of money have been presented for appropriation by motion and amendment thereto, the largest amount shall be voted upon first."

The bylaws further state that "All amendments shall be presented in writing if requested by the Moderator."

Action On The Motions

All articles appearing on the warrant must be acted upon before the meeting can adjourn. Usually articles are passed or rejected with or without amendment after debate, but they may also be withdrawn or placed on the table.

To Withdraw (Or Dismiss) A Motion

It is possible that an article's sponsor may move to "withdraw the motion." This motion to withdraw requires a majority vote and is usually made because new or additional information

has been obtained after the preparation of the warrant indicating that action upon the motion could be unwise or illegal.

Lay A Motion On The Table

If, after an article has been presented as a motion and seconded and debate has begun, someone has sufficient reason to postpone the final vote, he may move to "lay it on the table." A simple majority places it on the table, as well as later taking it back to the floor for final action.

Limits On Debate

There is no prescribed limits to debate except common sense. The Moderator may at his discretion ask a speaker to terminate his remarks if he is straying from the subject or talking at unnecessary length.

Debate may also be terminated by two-thirds of those voting. A voter raises his hand to be recognized, and says, "Mr. Moderator, I move the previous question." If this motion is seconded and voted by a two-thirds majority, debate ends and the article under discussion is immediately put to a vote.

Voting

Most articles are decided by a majority vote unless a larger vote is required by statute or bylaw. Voting may be by voice or by show of hands and the outcome is determined by the Moderator. His decision may be challenged by 7 voters standing to show their disagreement, at which time the tellers take an official count of hands.

A two-thirds majority is required for amendments to zoning bylaws, for taking land by eminent domain, and for bond issues. These votes must be counted by the tellers unless they are unanimous.

Westford bylaws allow secret balloting if requested by any twenty voters attending the meeting.

Reconsideration

An article may be taken up again after it has been accepted or defeated if a majority of the voters approve a motion for reconsideration. If a motion is made at an adjourned session to reconsider an article acted on at the earlier meeting, Westford bylaws require a two-thirds vote on this motion for passage.

In every case, the motion to reconsider must be made by a person who voted on the prevailing side in the original vote.

Who May Address The Meeting

The Moderator may allow guests in the back of the hall, but he clearly establishes that they are outside the bounds of the meeting.

No person whose name is not on the list of voters is admitted to the floor of the hall or permitted to address the meeting unless invited to do so by a two-thirds vote of the meeting.

Resolutions

The Meeting may wish to give direction to a board without binding effect, or indicate the desire of the Town in a matter not subject to direct action by Town Meeting. It may also wish to express thanks or offer other courtesies. Such expressions may be made in the form of resolutions.

Parliamentary Question

A voter can interrupt the person speaking with a "parliamentary question" to obtain information from the Moderator on parliamentary rule or what procedures are permissable. The question must be relevant to pending business. No vote is taken.

Point Of Order

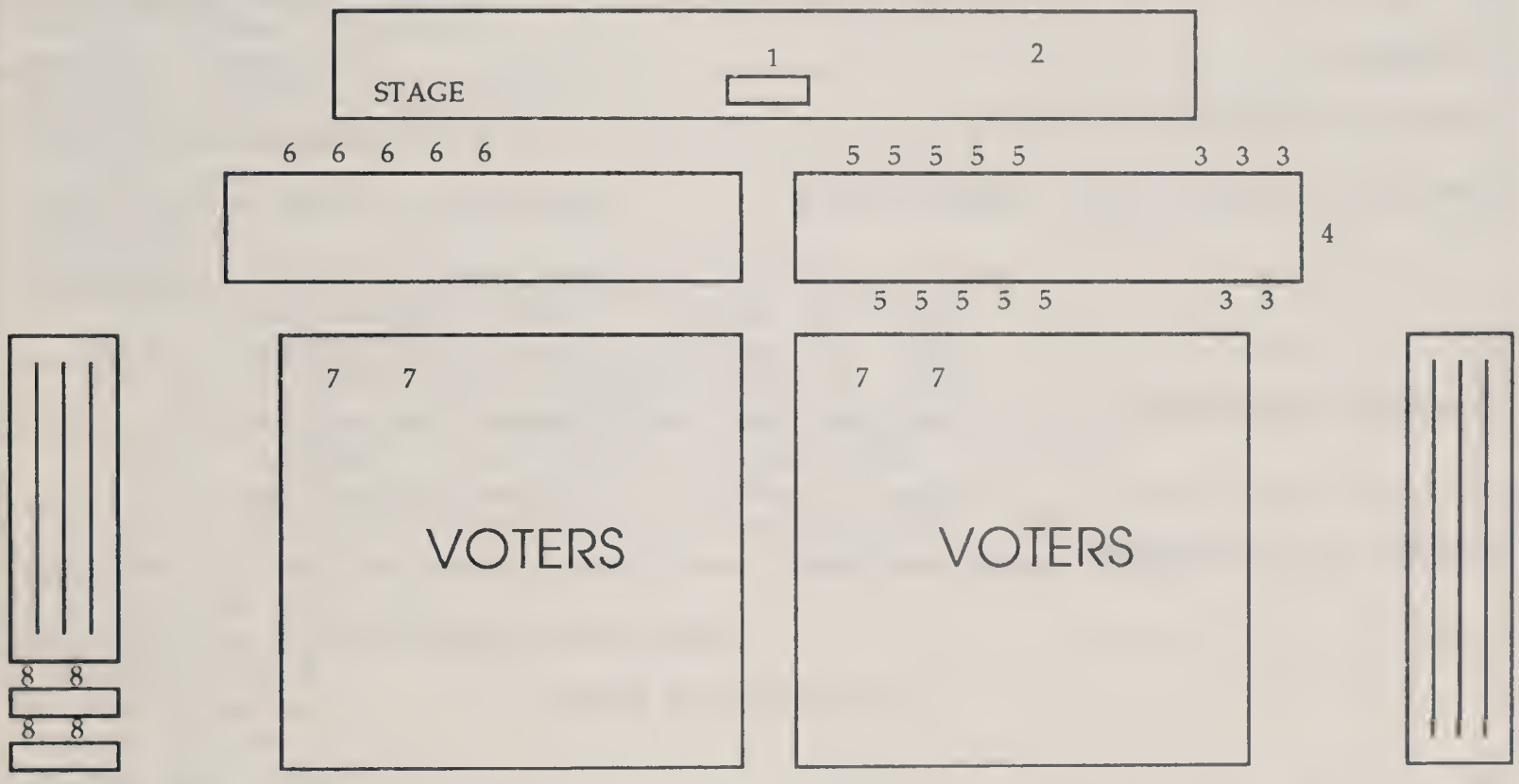
A voter familiar with parliamentary rule may raise a point of order, indicating to the Moderator that he feels that something is wrong, e.g. an amendment is not germane to the issue or a motion is out of order. The Moderator may either make a decision himself with no debate, or put the question as a motion which may be debatable.

Adjournment

If the hour is late and there are still articles to be acted upon, the Moderator and the Selectmen may confer and ask for a motion to adjourn the meeting to a later time and place in order to complete the warrant.

When all business on the warrant has been acted upon, the Moderator asks for a motion for adjournment, which must be seconded and voted upon.

TOWN OFFICIALS AT TOWN MEETING



1. The **MODERATOR**, elected for a 3 year term, presides at Town Meeting. The proceedings are governed by the rules of practice contained in Robert's Rules of Order (1951 Ed.) except as modified by statute or Town bylaws.

2. The **TOWN CLERK** keeps the official record of the proceedings at the Meeting and notifies those affected by its actions. She may be accompanied on the stage by her assistant.

3. The **SELECTMEN**, elected for overlapping 3 year terms, prepare the warrant and have responsibility for carrying out the decision of the Town Meeting. The **TOWN MANAGER** sits with them and may speak on the Board's behalf.

4. **TOWN COUNSEL**, appointed by the Selectmen, is present to advise on legal matters.

5. The **FINANCE COMMITTEE**, appointed by the Moderator for overlapping 3 year terms, makes recommendations to the Meetings on all articles relating to the expenditure of money.

6. The **SCHOOL COMMITTEE**, elected for overlapping 3 year terms, presents the School Committee budget and speaks to school related issues. The **SUPERINTENDENT** and **BUSINESS MANAGER** may sit with the Committee to provide them with information requested by the voters.

7. Other Town boards and committees may occupy front tables or the front rows of the meeting if they are actively involved in sponsoring articles or proposals.

8. The **TELLERS**, appointed and paid by the Registrars, sign in the voters and count votes as requested by the Moderator or voted by the Meeting.

TOWN OF WESTFORD

CITIZEN ACTIVITY APPLICATION FORM

Good Government Starts With You

If you are interested in service on a Town committee, please fill out this form and mail to the Town Manager, 55 Main Street, Town Hall, Westford, MA 01886. The filling out of this form in no way assures appointment. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date_____

Name_____Home Telephone_____

Address_____

Amount of Time Available_____

Interest In What Town Committee/s_____

_____

_____

Present Occupation_____

_____

_____

Education Background_____

_____

Town Offices Held

Date Appointed	Town Office	Term Expired

Remarks_____

_____

_____

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TOWN OFFICES

Offices open Monday through Friday

All Offices in Town Hall	8:00 AM - 4:00 PM
Cemetery Department Fairview Cemetery Office	7:00 AM - 3:30 PM
Fire Department 51 Main Street Office Hours	7:00 AM - 4:30 PM
Housing Authority 65 Tadmuck Road	9:00 AM - 1:00 PM
J.V. Fletcher Library 50 Main Street	Labor Day - June Monday 1:00 PM - 9:00 PM Tue. - Thu. 10:00 AM - 9:00 PM Friday 1:00 PM - 5:00 PM Saturday 10:00 AM - 3:00 PM July - Labor Day Monday 1:00 PM - 8:00 PM Tue. - Thu. 10:00 AM - 8:00 PM Friday 1:00 PM - 5:00 PM
Police Department 53 Main Street Office Hours	9:00 AM - 5:00 PM
Roudenbush Community Center 65 Main Street Office Hours	Mon - Thurs 8:30 AM - 8:00 PM Fri 8:30 AM - 4:30 PM
Water Department 63 Forge Village Road	8:00 AM - 4:00 PM